

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

THURSDAY 23RD FEBRUARY, 2017

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 BA (Hons)

Dean Cohen
Tom Davey
Paul Edwards
Anthony Finn

Joan Scannell
Barry Rawlings
Alison Moore
Alon Or-Bach

Sachin Rajput
Ross Houston

Substitute Members

Melvin Cohen
Alan Schneiderman

Geof Cooke
Mark Shooter

Arjun Mittra
Reuben Thompstone

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 Monday 20 February 2017 at 10AM. Requests must be submitted to Maria Lugangira 0208 359 2761 maria.lugangira@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: Kirstin Lambert; 02083592177 kirstin.lambert@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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12.	Committee Forward Work Programme	
13.	Any other item(s) the Chairman decides are urgent	
14.	Motion to Exclude the Press and Public	
15.	Decision taken under delegated powers - Integrated Community Equipment Service (ICES)- Agreement of short extension of existing service for safe transition to new single provider contract framework (exempt)	711 - 714

16.	Any other exempt item(s) the Chairman decides are urgent	
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Decisions of the Policy and Resources Committee

10 January 2017

Members Present:-

AGENDA ITEM 1

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

Councillor Dean Cohen	Councillor Alon Or-Bach
Councillor Tom Davey	Councillor Sachin Rajput
Councillor Paul Edwards	Councillor Barry Rawlings
Councillor Anthony Finn	Councillor Joan Scannell
Councillor Ross Houston	

Also in attendance

Councillor Geof Cooke (as substitute)

Apologies for Absence

Councillor Alison Moore

1. MINUTES OF LAST MEETING

RESOLVED – The minutes of the meeting of 1 December were agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Alison Moore. Councillor Geof Cooke attended as substitute member.

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

There were none.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Public comments were received from Mr John Dix on agenda item 7, Future Library provision in New Barnet.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. FUTURE LIBRARY PROVISION IN NEW BARNET

The Committee considered the report.

Following discussion of the report and matters raised in the public comment Councillor Richard Cornelius moved that an additional recommendation be included to note that the intention is that maximum use of the library space should be made while the Leisure Centre is open, and that this will form part of discussion with the new Leisure Centre provider. This was duly seconded and unanimously agreed.

On the recommendations in the report and new recommendation four being put to the vote, the votes were declared as follows:

For	7
Against	0
Abstain	5

RESOLVED – That the Committee

- 1. Note the results of the public consultation and the Equalities Impact Assessment attached in Appendices A and B.**
- 2. Agree that the Partnership library in East Barnet be re-located to the new leisure facility at the Victoria Recreation Ground (subject to planning consent).**
- 3. Agree to fund the potential requirement for up to £500k capital contribution towards the cost of the new library, to be added to the council's capital programme for 2017/18.**
- 4. Note the intention is that maximum use of the library space should be made while the Leisure Centre is open, and that this will form part of discussion with the new Leisure Centre provider.**

8. LONDON BOROUGH GRANTS SCHEME

The Committee considered the report.

On the recommendations in the report being put to the vote, the votes were declared as follows:

For	12
Against	0
Abstain	0

RESOLVED –

- 1. That the recommendation of the London Councils Leaders' Committee for an overall level of expenditure of £8,899,000 in 2017/18, involving total borough contributions of £7,668,152 and a levy on Barnet of £335,671, be approved.**
- 2. That the Director of Resources be instructed to inform the Chief Executive of London Councils accordingly.**

9. COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the forward work programme. It was noted that there had been some additions to the work programme and that some items had been moved from February to March meeting. It was noted that these changes had been made in the published work programme.

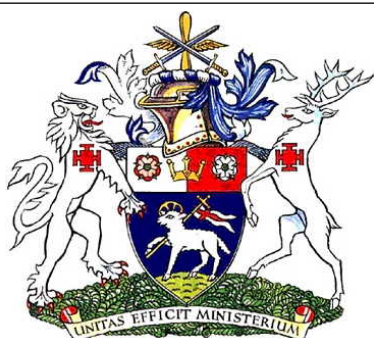
10. ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT

There were none.

The meeting finished at 7.25 pm

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AGENDA ITEM 7



Policy and Resources Committee

23 February 2017

Title	Referral from Full Council 31 January 2017 – Opposition Motion in the name of Cllr Phil Cohen
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	<p>Appendix A – Motion in the name of Cllr Phil Cohen - Support our GPs and NHS - don't attack them!</p> <p>Appendix B – Administration Amendment in the name of Cllr Helena Hart</p> <p>Appendix C – Opposition Amendment in the name of Cllr Alison Moore</p>
Officer Contact Details	<p>Kirstin Lambert, Governance Team Leader</p> <p>Email: kirstin.lambert@barnet.gov.uk</p> <p>Tel: 020 8359 2177</p>

Summary

The report informs the Committee of an opposition motion referred from Full Council meeting of 31 January 2017. Council Procedure Rule 23.5 states that “If the Member's Motion is not dealt with by the end of the meeting, it will be referred to the appropriate Council Committee or sub-Committee for consideration and any necessary action”. An

opposition motion in the name of Cllr Phil Cohen on 'Support our GPs and NHS - don't attack them!', an administration amendment in the name of Cllr Helena Hart and an opposition amendment in the name of Cllr Alison Moore have been referred to Policy and Resources Committee under this rule.

Recommendation

- 1. That the Policy and Resources Committee's instructions are required in relation to this item.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On 31 January 2017 Councillor Phil Cohen submitted a motion to Full Council on 'Support our GPs and NHS - don't attack them!' An amendment to this motion was submitted in the name of Cllr Helena Hart. The motion and the amendments are attached as Appendices to this report.
- 1.2 The motion and amendment was referred to Health Overview and Scrutiny Committee for consideration under Council Procedure Rule 23.5.
- 1.3 The Health Overview and Scrutiny Committee considered the motion at its meeting on 6 February 2017. At the meeting it was noted that whilst the motion and the amendment made reference to the Health Overview and Scrutiny Committee it concerns a request for the full social care precept of 3% to be considered in the 2017/18 budget. It was noted that the 2017/18 budget is a matter which falls within the terms of reference of the Policy and Resources Committee which has responsibility for 'Council's Capital and Revenue Budget setting (subject to Full Council)'. It was therefore agreed that the appropriate body to determine this motion is the Policy and Resources Committee.

2. REASONS FOR RECOMMENDATION

- 2.1 No recommendations have been made. The Policy and Resources Committee are therefore requested to give consideration to the motion and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

5.1.1 As and when issues raised and progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

5.2.1 None in the context of this report.

5.3 Social Value

5.3.1 Not applicable in the context of this report.

5.4 Legal and Constitutional References

5.4.1 Council Procedure Rule 23.5 sets out that 'If the Member's Motion is not dealt with by the end of the meeting, it will be referred to the appropriate Council Committee or sub-Committee for consideration and any necessary action'.

5.4.2 The Council's Constitution Responsibility for Functions, Annex A, sets out the terms of reference of the Policy and Resources Committee including 'Council's Capital and Revenue Budget setting (subject to Full Council) and Medium Term Financial Strategy, and Ensuring effective Use of Resources and Value for Money'.

5.5 Risk Management

5.5.1 None in the context of this report.

5.6 Equalities and Diversity

5.6.1 None in the context of this report.

5.7 Consultation and Engagement

5.7.1 None in the context of this report.

5.8 Insight

5.8.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1.1 Council, 31 January 2017, Agenda item 14.7,
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8818&Ver=4>

6.1.2 Minutes of the Health Overview and Scrutiny Committee, 6 February 2017,
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=179&MId=8785&Ver=4>

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Full Council, 31 January 2017

Motion in the name of Cllr Phil Cohen

Support our GPs and NHS - don't attack them!

Council condemns the Prime Minister's recent attack on GPs blaming them for the crisis in our NHS and A&E departments, and her threat to reduce funding if they do not extend their hours to provide a 12 hour service, 7 days a week.

Council agrees with the statement from the Chair of the British Medical Association's GPs committee - Dr Chaand Nagpaul - that "This is not the time to deflect blame or scapegoat overstretched GP services, when the fundamental cause of this crisis is that funding is not keeping up with demand.

"This is evidenced by the fact the UK spends less on health and has fewer doctors and beds per head than other leading countries, as highlighted by the head of NHS England, Simon Stevens, only this week.

"Rather than trying to shamelessly shift the blame on to GPs, the government should take responsibility for a crisis of its own making and outline an emergency plan to get to grips with the underlying cause, which is the chronic under-resourcing of the NHS and social care."

Council notes Dr Nagpaul also said: ""We don't have enough GPs to provide a safe service at the moment. [The Prime Minister] knows that we're several thousand GPs short, she knows in fact that more than eight in ten GPs cannot provide safe care. We're trying to churn patients through our waiting rooms in ten-minute intervals, patients that need half an hour."

Council also notes that according to NHS England Barnet will need 90+ new GPs equivalent by 2022 - 60 to replace retiring GPs, 15 additional FTEs and 19 new GP/nurse FTEs.

Council further notes that in some other areas extended hours have been abandoned because of a lack of demand.

Council calls on the Leader of the Council and the Chair of the Health Overview & Scrutiny Committee to write to the Prime Minister and Secretary of State for Health setting out LB Barnet's support for local GPs and the service they provide, and requesting - once again - that our NHS and social care services are properly funded to meet demand.

Council also calls for the full social care precept of 3% to be applied in this year's budget to help meet the overwhelming demand for adults social care services.

Under Full Council Procedure Rule 23.5: if this item is not dealt with by the end of the meeting it will be referred to the relevant Committee.

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Council: 31 January 2017

Agenda item 14.7 – Administration amendment in the name of Cllr Helena Hart

Opposition Motion in the name of Cllr Phil Cohen – Support our GPs and NHS – don't attack them!

Delete all and replace with:

“Council supports the Government in its attempts to deal with the strain that is evident in healthcare and social services. Council welcomes the aspiration that health services should be available at times that are convenient and appropriate for patients. Healthcare professionals must however be available for such services to be possible. Council does not believe that GPS are responsible for the current situation.

Council supports calls for a national debate as to how much of our national income should be spent on health; this should reflect overseas examples of excellence and efficacy. Council appreciates that there are very real needs for extra doctors and that some GP surgeries are under strain.

Council calls on the Leader of the Council to ensure that Barnet gets its fair share of resource and that there are sufficient GPS to ensure a good service for patients.

Council calls for the Full Social Care precept of 3% to be considered for next year's budget.”

Under Full Council Procedure Rule 23.5: if this item is not dealt with by the end of the meeting it will be referred to the relevant Committee.

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Council: 31 January 2017

Agenda item 14.7 – Opposition amendment in the name of Cllr Alison Moore

Opposition Motion in the name of Cllr Phil Cohen – Support our GPs, don't attack them!

Add after "lack of demand":

"Barnet CCG is pressing ahead with plans for 7-day GP opening, although patients in the borough have not been asked if they want it, and despite an unfair funding formula that could compromise Barnet's ability to deliver the extended opening hours effectively.

According to figures presented to the Barnet CCG meeting on 26 January, the £6.1m GP Access Fund for extra GP opening hours across the five Boroughs that make up the North Central London NHS, has not been shared out equally in line with the population of each Borough.

The money has been split as follows: Barnet £725,000 (population 384,000), Enfield £1.8m (population 332,000), Haringey £1.3m (population 273,700), Islington £1.3m (population 222,600) and Camden £900,000 (population 238,000).

This means Barnet will get just £1.90 per person in NHS funding to support extra hours and seven-day-a-week GP services this year, compared with £5.42 per person in Enfield, £4.75 in Haringey, and £3.78 in Camden. Islington gets more than three times as much as Barnet with £5.84 per person."

Substantive text to read:

Council condemns the Prime Minister's recent attack on GPs blaming them for the crisis in our NHS and A&E departments, and her threat to reduce funding if they do not extend their hours to provide a 12 hour service, 7 days a week.

Council agrees with the statement from the Chair of the British Medical Association's GPs committee - Dr Chaand Nagpaul - that "This is not the time to deflect blame or scapegoat overstretched GP services, when the fundamental cause of this crisis is that funding is not keeping up with demand.

"This is evidenced by the fact the UK spends less on health and has fewer doctors and beds per head than other leading countries, as highlighted by the head of NHS England, Simon Stevens, only this week.

"Rather than trying to shamelessly shift the blame on to GPs, the government should take responsibility for a crisis of its own making and outline an emergency plan to get to grips with the underlying cause, which is the chronic under-resourcing of the NHS and social care."

Council notes Dr Nagpaul also said: ""We don't have enough GPs to provide a safe service at the moment. [The Prime Minister] knows that we're several thousand GPs short, she knows in fact that more than eight in ten GPs cannot provide safe care. We're trying to churn patients through our waiting rooms in ten-minute intervals, patients that need half an hour."

Council also notes that according to NHS England Barnet will need 90+ new GPs equivalent by 2022 - 60 to replace retiring GPs, 15 additional FTEs and 19 new GP/nurse FTEs.

Council further notes that in some other areas extended hours have been abandoned because of a lack of demand.

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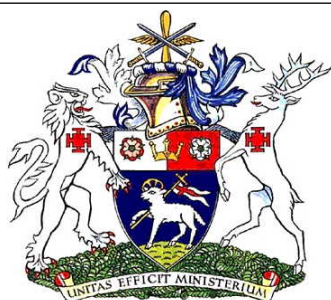
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Council calls on the Leader of the Council and the Chair of the Health Overview & Scrutiny Committee to write to the Prime Minister and Secretary of State for Health setting out LB Barnet's support for local GPs and the service they provide, and requesting - once again - that our NHS and social care services are properly funded to meet demand.

Council also calls for the full social care precept of 3% to be applied in this year's budget to help meet the overwhelming demand for adults social care services.

[Under Full Council Procedure Rule 23.5: if this item is not dealt with by the end of the meeting it will be referred to the relevant Committee.]



Policy and Resources Committee

23 February 2017

Title	Golders Green Station Draft Planning Brief
Report of	Cath Shaw Commissioning Director - Growth & Development Interim Deputy Chief Executive
Wards	Childs Hill, Garden Suburb and Golders Green
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1: Draft Golders Green Station Planning Brief
Officer Contact Details	Grady O'Brien – Senior Planning Officer P: 0208 359 7119 E: grady.o'brien@barnet.gov.uk

Summary

The draft Golders Green Station Planning Brief is intended to provide a clear and robust planning framework that will inform and guide the consideration of any future planning application that proposes redevelopment of land at Golders Green Station. This land incorporates the Golders Green Bus Station, Underground Station together with adjoining depot and sidings area, and immediately surrounding public highways.

The draft Planning Brief focuses on the following key objectives :

- A sustainable mixed-use development, which respects and enhances the distinctive historic environment of Golders Green
- Supports a successful and vibrant town centre that serves the needs of residents, workers and visitors
- Creates high quality public realm that engenders civic pride and serves as a focal point for Golders Green
- Provides safe, effective and efficient travel within an accessible public transport interchange through improved transport connectivity and land use integration

The draft Planning Brief will be subject to a 6 week period of public consultation.

Recommendations

- 1. That the Committee approve the draft Golders Green Station Planning Brief for public consultation.**
- 2. That the proposed final Planning Brief is reported back to the Committee for adoption after taking into account comments made as part of the consultation**

1. WHY THIS REPORT IS NEEDED

- 1.1 In order to shape the future of Golders Green Station a draft Planning Brief has been produced. This sets out the key parameters to consider in determining the future of the site reflecting its town centre location and heritage context.
- 1.2 Once adopted, the Golders Green Station Planning Brief will inform and shape any future redevelopment proposal. It will form a material consideration in the determination of any future application concerning Golders Green Station.
- 1.3 The draft Planning Brief establishes the Council's preferred approach to development based on the following objectives:
 - A sustainable mixed-use development, which respects and enhances the distinctive historic environment of Golders Green
 - Supports a successful and vibrant town centre that serves the needs of residents, workers and visitors
 - Creates high quality public realm that engenders civic pride and serves as a focal point for Golders Green
 - Provides safe, effective and efficient travel within an accessible public transport interchange through improved transport connectivity

2. REASONS FOR RECOMMENDATIONS

- 2.1 Producing a Planning Brief is vital to ensure that any future development at Golders Green Station comes forward in line with Council priorities and delivers sustainable development.

- 2.2 The production of a Planning Brief will provide a joined-up approach to the key development site in Golders Green that will inform the thinking of a future Town Centre Strategy. This will take a place-based commissioning approach to holistically consider all the needs of the town centre; similar to the adopted strategy for Burnt Oak that has already delivered a wide range of improved outcomes through partnership work between the Council, local landlords and retailers.

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 any future development of Golders Green Station. 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 six week period of public consultation. The document will be revised in light of comments received and the proposed final Brief will be reported back to the Policy and Resources Committee for adoption. The Consultation Programme in *Appendix C* 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 Golders Green will be held to provide the opportunity for people to discuss the draft Planning Brief with officers.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The draft Golders Green Station 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 Brief provides guidelines for ensuring that development will enhance the appearance of this town centre site, integrating an improved, more accessible transport interchange within Golders Green contributing to a successful and vibrant town centre that serves the needs of residents, workers and visitors.*

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 developer (Transport for London). The Planning Brief has been produced by Regional Enterprise (Re) on behalf of the Council.

5.3 Social Value

- 5.3.1 The draft Planning Brief supports the delivery of a sustainable, mixed-use development and public transport interchange that provides town centre benefits through the provision of a high quality public realm.
- 5.3.2 Social benefits will be secured through improved public realm and the delivery of a mix of housing unit sizes and tenures including affordable housing.
- 5.3.3 Economic benefits will be delivered through improved accessibility to the Station and the provision of retail uses.
- 5.3.4 Environmental benefits will be delivered through the use of sustainable design and appropriate air quality and noise mitigation measures.

5.4 Legal and Constitutional References

- 5.4.1 'Annex A to Responsibility for Functions' of the *Council Constitution* sets out the functions of the Policy and Resources Committee that includes "to be responsible for the overall strategic direction of the Council including approval of development of statutory Local Plan related documents" and "approval and adoption of planning briefs".
- 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 a 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 Whilst Planning Briefs can have a number of functions, such as promoting development of a site; addressing particular site constraints and/or further interpretation of local plan policies it must be noted that a Planning Brief is not a full Development Plan Document and although a material consideration in any planning application it carries limited weight.
- 5.4.5 Section 6.5 of the Responsibility for Functions (*Council Constitution*) defines a key decision as one which:
 - Will result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
 - Is significant in terms of its effects on communities living or working in an area comprising two or more wards.

5.5 Risk Management

- 5.5.1 A consequence of failing to produce a Planning Brief for Golders Green Station may lead to a less strategic response to any future development and result in Council priorities not being achieved.

5.6 Equalities and Diversity

- 5.6.1 The draft Planning Brief helps implement policy objectives set out in the Local Plan Core Strategy. Adopted in 2012 the Core Strategy was subject to an Equalities Impact Assessment (EIA).
- 5.6.2 Only at the time of the planning application, will sufficient detail with which to analyse the equalities impact be available. In line with corporate policy the Council is committed to comply with the 2010 Equalities Act and Barnet's Equalities Policy, therefore equalities implications will be assessed at the planning application stage.
- 5.6.3 The Public Sector Equality Duty contained in section 149 of the Equality Act 2010 requires public authorities to have due regard to a number of equality considerations when exercising their functions. The principal of equalities impact assessment is to identify whether people with protected characteristics are likely to be affected disproportionately and/ or differentially by impacts arising as a result of the proposals contained in the Planning Brief. A disproportionate equality effect arises when an impact has a proportionately greater effect on people sharing a protected characteristic as compared to other members of the general population at a particular location.
- 5.6.4 The borough equalities data outlined in the Barnet Community Cohesion and Equalities Data Summary has been duly considered in the preparation of the Planning Brief and has informed the recognition of the needs of the Golders Green area.
- 5.6.5 The Brief further sets out risks and challenges associated with redevelopment of the site (particularly environmental and access challenges) in order to identify barriers that need to be overcome. By setting out these key site challenges, the Brief reduces the risk of a planning application being considered without sufficient attention to the site specific equalities risks.

5.7 Consultation and Engagement

- 5.7.1 A briefing session was held with Ward Members of the Childs Hill, Garden Suburb and Golders Green Wards. Ward Members were broadly supportive of the Planning Brief approach, but were extremely concerned about any development of Golders Green Station resulting in building heights greater than prevailing heights of the immediately surrounding area. Ward Members were also strongly opposed to any development of the Golders Green Bus Station that involved an undercroft development.

- 5.7.2 The Council will carry out a public consultation exercise on the draft Planning Brief for a period of six weeks.
- 5.7.3 The draft Planning Brief will be published online and advertised in the local paper. A public event in Golders Green will be held to provide the opportunity for people to discuss the draft Planning Brief with officers and provide feedback. Further detail on consultation arrangements is set out in Appendix C of the draft Planning Brief.

6. BACKGROUND PAPERS

- 6.1 [Barnet Local Plan Core Strategy](#), September 2012
- 6.2 [Barnet's Statement of Community Involvement](#), July 2015

Golders Green Station

Draft Planning Brief



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1.0 Introduction

1.1 Purpose of the Planning Brief

1.1.1 Golders Green Bus Station and Underground Station, together with the adjoining depot, sidings and immediately surrounding public highways, form an integral part of Golders Green. The 10.3 ha site as shown in *Figure 1: "The Site"* presents an opportunity for a high quality mixed use development that sensitively integrates an improved public transport interchange within the distinctive historic environment of Golders Green.

1.1.2 This Planning Brief has been produced to ensure that any future development within the boundary shown in Figure 1 improves transport connectivity and land use integration, respects and enhances Golders Green, creates high quality public realm and supports the success and vibrancy of the town centre.

Figure 1: "The Site"

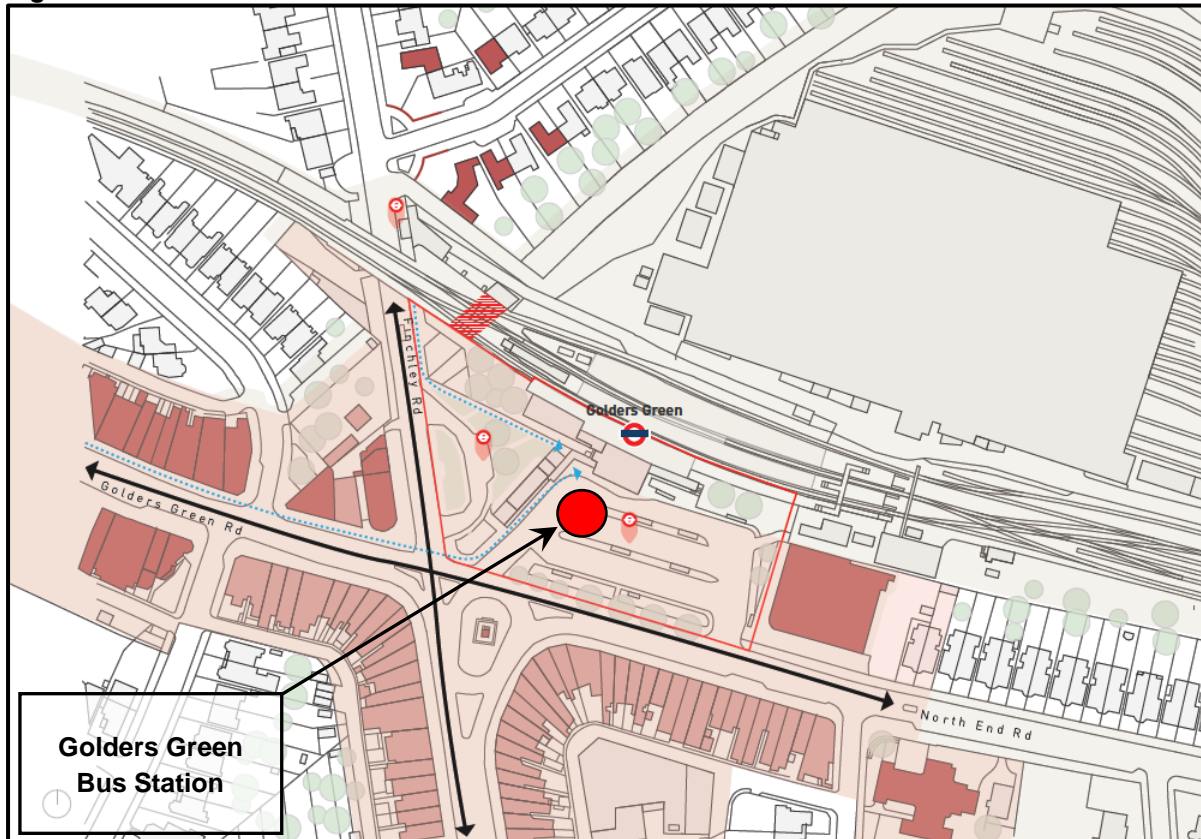


1.1.3 This Planning Brief identifies development opportunities and constraints, provides guidance and sets out key planning policy considerations to establish a clear set of development parameters and outline the Council's preferred approach to any development within the area identified in Figure 1. Once adopted, the Golders Green Station Planning Brief will inform and shape any future redevelopment proposals for the Site. It will form a material consideration in the determination of any future planning application on this land.

1.2 Background

1.2.1 This Planning Brief has been developed in consultation with Transport for London (TfL) in its capacity as owner/operator of the Golders Green Bus Station (“the Bus Station”). As part of its strategic planning function, TfL has been reviewing the operational capacity of the Bus Station (see *Figure 2* below) and its ability to meet anticipated future bus and coach requirements over the next 25 years, whilst simultaneously delivering residential development and enhancements to the public realm through the development of an integrated transport node.

Figure 2: Golders Green Bus Station



1.2.2 The Bus Station and Underground Station together with forecourt were previously identified as a proposal in the Unitary Development Plan, adopted in 2006. The 1.7 ha site (proposal H22) was allocated for the re-development of the Underground Station, train lines, station forecourt and Bus Station, excluding the works access road. The proposal included an integrated transport interchange together with an element of mixed retail (Use Classes A3, A4 and A5) and small scale business uses. Further details on the emergence of Proposal H22 and its weight as a material consideration is set out under *Sections 4.2.3 and 4.2.4* below.

1.2.3 A Town Centre Strategy for Golders Green is being developed and will reflect this strategic site as well as identify other development opportunities within the Town Centre. The Strategy will define the overall vision for the area, identify local issues, as well as suggest future improvements and developments which may be directly delivered or brought forward. Specifically, it will assist in guiding future investment and development proposals by both the private sector and TfL, ensuring they appropriately address local issues, including improvements to public realm, social infrastructure, transport and housing.

1.3 The Site

1.3.1 The Site comprises two separate parcels of land. Site 'A' (The Bus Station), is approximately 2.2 hectares and comprises the Bus Station and immediately surrounding public highways that includes the Clock Tower War Memorial ("the War Memorial") and is outlined in red on *Figure 3* below. Site A is within Golders Green Town Centre and is the primary focus of this Planning Brief.

Figure 3: Site Composition



1.3.2 The second land parcel, 'Site B', includes the Underground Station, depot and sidings and is outlined in yellow on *Figure 3* above. Site B covers approximately 8.1 hectares and is outside of Golders Green Town Centre. Site B remains of operational importance to TfL and is therefore not likely to come forward as a development opportunity within the next 10-15 years.

- 1.3.3** 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 a site. Following discussions with TfL a planning application is more likely to come forward on Site A, therefore this Brief prioritises Site A as the key focus and sets out high level parameters for any future development of Site B.

1.4 Objectives

- *A sustainable mixed use development, which respects and enhances the distinctive historic environment of Golders Green*
- *Supports a successful and vibrant town centre that serves the needs of residents, workers and visitors*
- *Creates high quality public realm that engenders civic pride and serves as a focal point for Golders Green*
- *Provides safe, effective and efficient travel within an accessible public transport interchange through improved transport connectivity and land use integration*

2.0 Site Context and Surrounding Area

2.1 Location

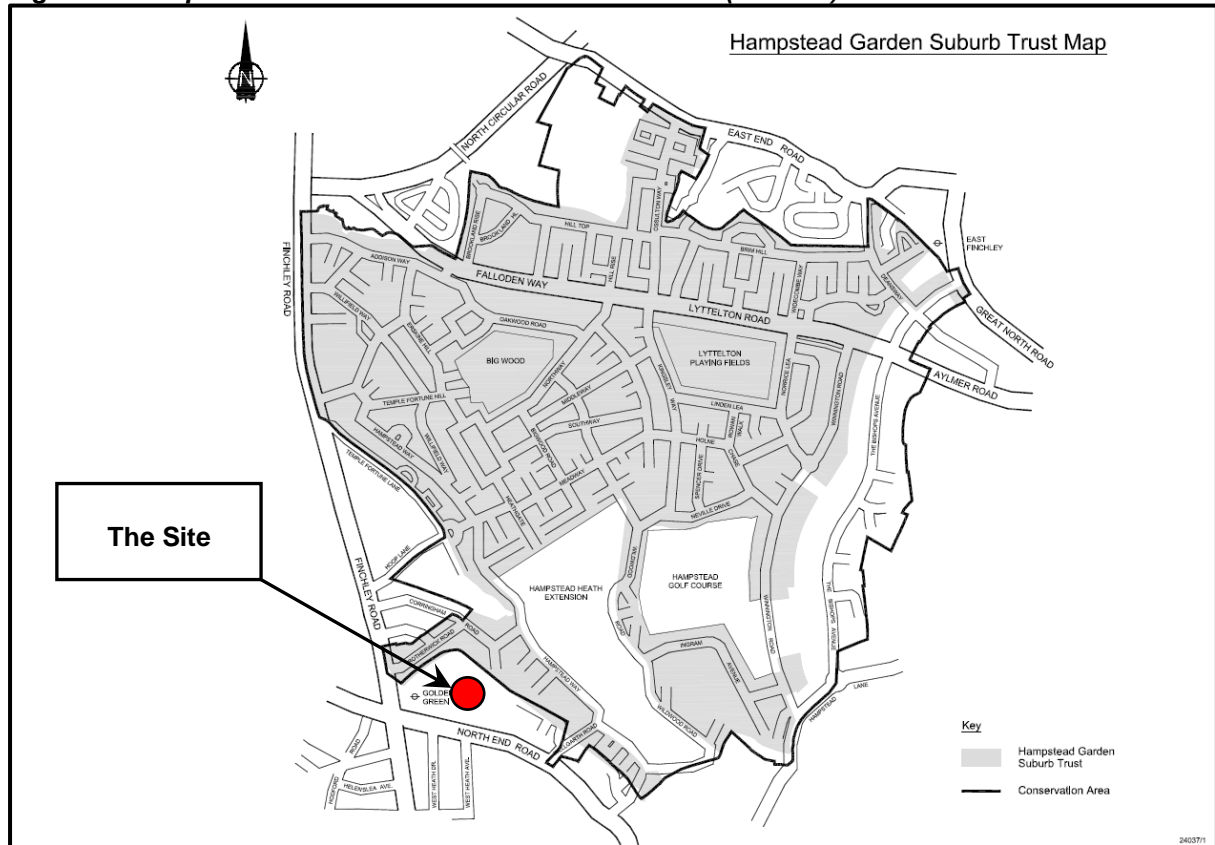
- 2.1.1 Golders Green is a suburb which grew rapidly in the earlier part of the 20th century when the Northern Line Underground station opened in 1907 and trams began to serve Finchley Road in 1909. The distinctive shopping parades of the town centre emerged shortly after and now form the heart of the Golders Green Conservation Area (Designated 1998).
- 2.1.2 Within the town centre, the Bus Station straddles two main roads; Finchley Road which runs north-south and Golders Green/North End Road which runs east-west. The junction of these roads is defined by the War Memorial. The Golders Green Hippodrome (A Grade II listed concert hall, now a Christian centre) borders the eastern boundary of the Bus Station. Reflecting the heritage of Golders Green, there are a large number of listed, locally listed, and unlisted “positive” buildings within the town centre (*Refer Appendix A – Townscape Appraisal Map*).
- 2.1.3 As shown in *Figure 4* below, the Golders Green Town Centre Conservation area comprises four ‘character’ areas, of which Golders Green Station is located within the ‘Central Hub’ character area.

Figure 4: Golders Green Town Centre Conservation Area



- 2.1.4 As shown in *Figure 5* below, the north-east boundary of the Site adjoins the Hampstead Garden Suburb Conservation Area (Designated 1968). The Hampstead Garden Suburb Conservation Area (HGSCA) is internationally recognised as one of the finest examples of early twentieth century domestic architecture and town planning.

Figure 5: Hampstead Garden Suburb Conservation Area (HGSCA)



2.2 Current Land Use

The Golders Green Station site ("the Site")

- 2.2.1 Combining a major bus station, underground station, National Express coach-interchange, retail units, train depot and sidings, the Golders Green Station site performs an integral role of a public transport interchange that functions as a gateway to Golders Green Town Centre and London.

Site A – The Bus Station

- 2.2.2 Site A is primarily occupied by the Bus Station, which is divided into two areas as shown in *Figures 6 and 7* below. The larger area is the Bus Station forecourt; accessed directly from the Finchley and North End/Golders Green Road junction has provision for 1 double length bus stop, 7 single length bus stops, 2 coach stops and 8 bus stands.

Figure 6: Existing Bus Station Layout (Plan)

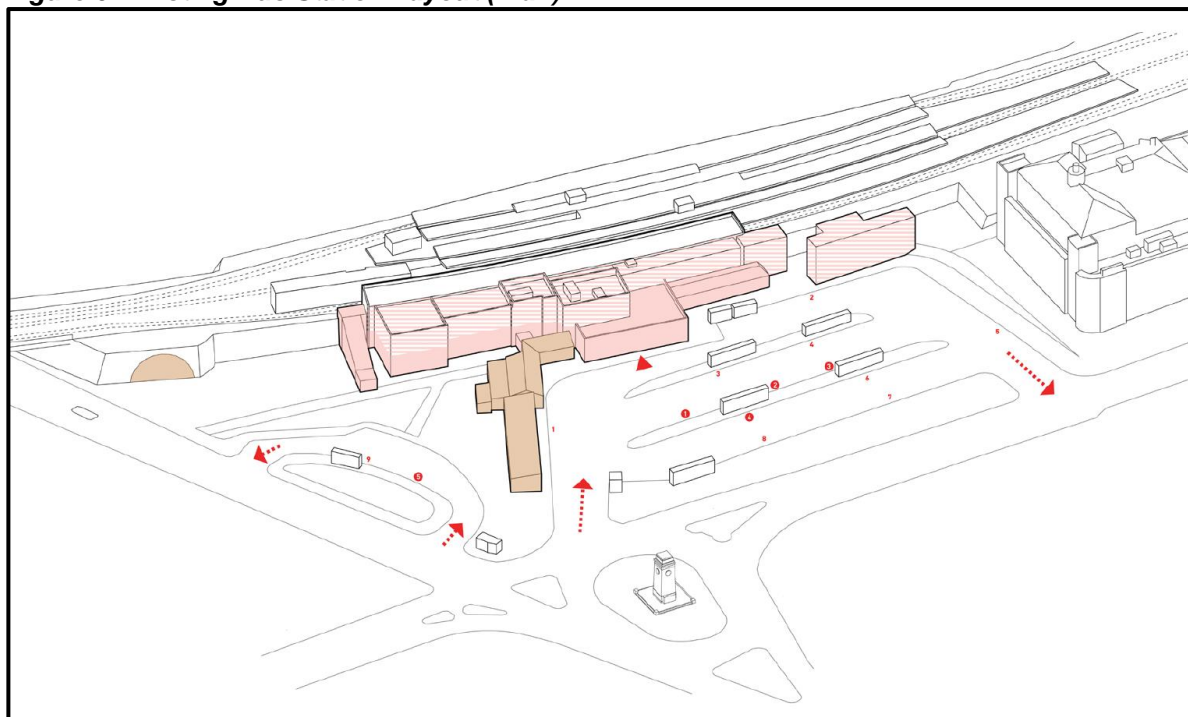
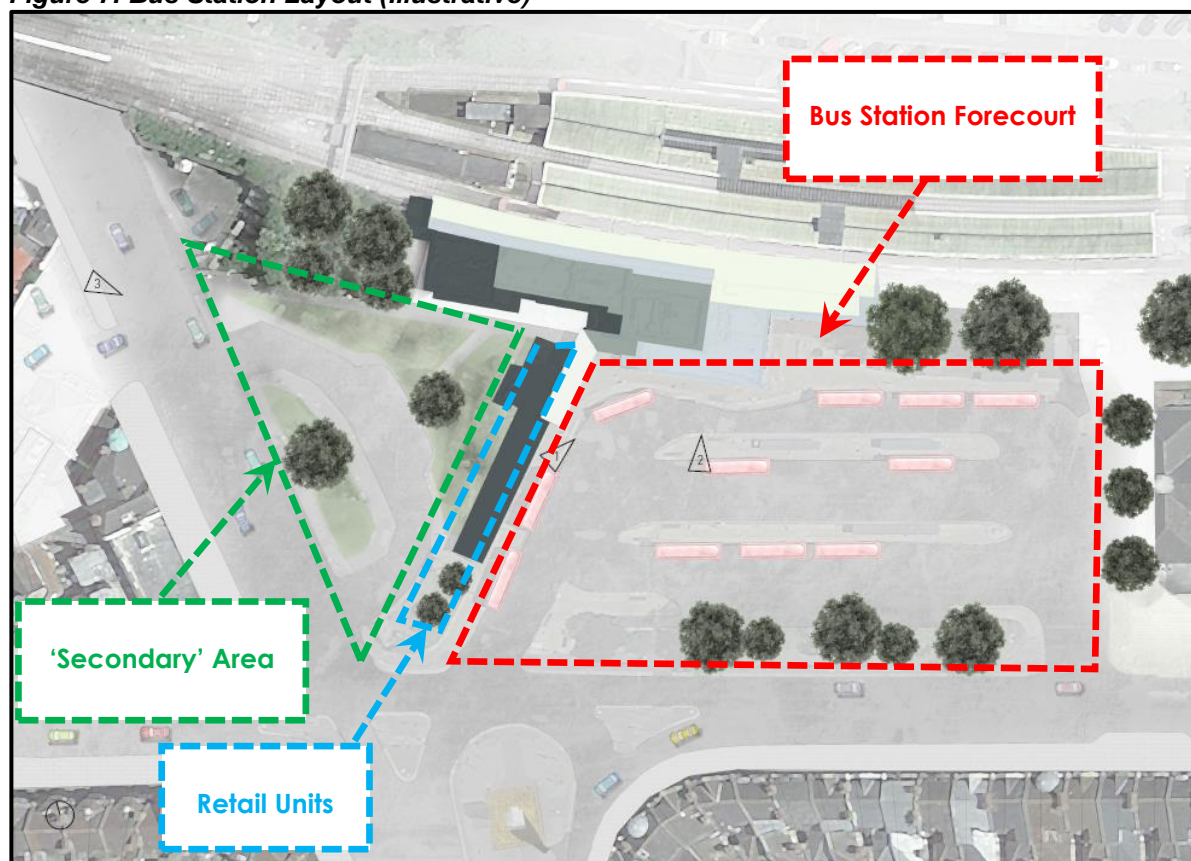


Figure 7: Bus Station Layout (Illustrative)



2.2.3 The smaller secondary area, with access and egress off Finchley Road, is served by School Bus 631 and Hopper Bus H2 and H3. This area has green open space and soft landscaping. A parade of kiosks on Station Forecourt front the western boundary of the Bus Station forecourt and are classified as 'Secondary Shopping Frontage' of the Golders Green

Town Centre. The kiosks include a café, taxi company, and convenience retail offerings.

- 2.2.4 There are several trees located within Site A, some of which define its boundaries. These include a series of mature trees set within shallow planters along the southern boundary of the Bus Station on North End Road. A raised planter of trees also exists on the eastern boundary of the Bus Station adjoining the Hippodrome. *Figure 8* below illustrates the open space provided by the Bus Station.

Figure 8: Bus Station Open Space



Site B – Underground Station, Depot and Sidings

- 2.2.5 The Underground Station is entered at ground level from the main entrance fronting North End Road with staircases and lifts connecting to the high-level platforms and tracks. There is a secondary station entrance off Finchley Road but this is not currently in use and has been disused for several years.
- 2.2.6 The depot and sidings area is a key operational asset for London Underground and is one of four on the Northern Line. It also incorporates London Underground Limited (LUL) operational facilities. There is a service vehicle access road from Chandos Way.
- 2.2.7 Site B also includes an electricity sub-station directly to the east of the Underground Station to the rear of the Hippodrome.

2.3 Site Characteristics

- 2.3.1 The junction of Finchley Road and North End/Golders Green Road is largely defined by the War Memorial. This area of North End Road forms the vibrant heart of Golders Green Town Centre. Although vibrant, the Bus Station does not present a sense of arrival that matches the quality of the surrounding townscape.

- 2.3.2** The Bus Station has an open character in contrast with the opposing parades built up to the public highway and which sweep around the intersection of North End Road and Finchley Road.
- 2.3.3** To the west of the Bus Station along Finchley Road between the Railway Arches and Golders Green/North End Road there are a mix of uses including a Public House (The Refectory), Hotel (Hotel Unique), Café (Coffee Pound), Professional Services (Moreland), Shop (Chiltern Marble) and a small car park that incorporates a disused pumping station.
- 2.3.4** The Railway Arches and Bridge at Finchley Road are another key feature of Site A providing a clear barrier to the depot and shunting sheds. Site B is predominantly characterised by the railway buildings to the north of the Underground Station. Key buildings are the depot and shunting sheds that are of simple utilitarian design and three storeys in height as shown below in *Figure 9. These are not without character and serve as a reminder of the close association of the railways with the development of Golders Green.* Moreover, as shown in *Appendix A – Townscape Appraisal Map*, the Railway Depot and Shunting sheds are identified as ‘positive’ buildings which provide a positive contribution to the character and appearance of the Golders Green Town Centre Conservation Area.

Figure 9: Railway Depot and Shunting Sheds (Site B)

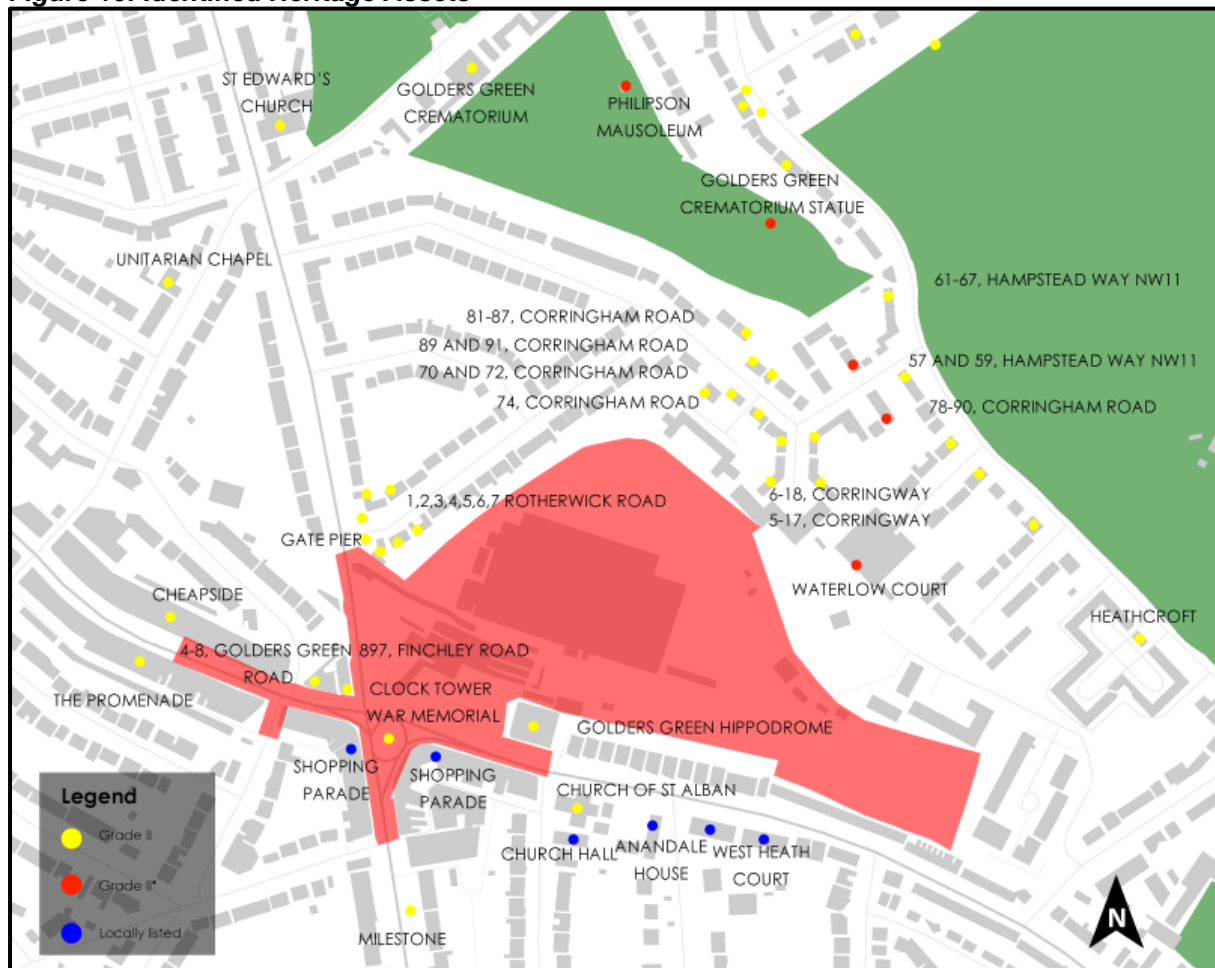


- 2.3.5 Railway sidings surround the depot and shunting sheds to the north. These are separated from the adjoining residential area by a landscape buffer of mature trees which soften the interface between the residential and industrial land uses.

2.4 Built Character

- 2.4.1 The built character of the surrounding area comprises a variety of building styles and materials predominantly built within two principal phases of development at the turn of the 20th century. As shown in *Figure 10* below, a high concentration of identified heritage assets surrounds the Site and forms part of the Golders Green and Hampstead Garden Suburb Conservation Areas.

Figure 10: Identified Heritage Assets



- 2.4.2 To the east, west and south of Site A lies distinctive shopping parades consisting of two, three and four storeys with ground floor retail and residential flats above. The parades are of a high quality and comprise a diversity of architectural styles that include late Victorian, English Renaissance, Art Nouveau and Baroque.

2.4.3 Landmark buildings and structures including the Hippodrome, No.897 Finchley Road (Corner Golders Green Road, Grade II listed, classical style built in Portland Stone) and the War Memorial (Grade II listed, Portland Stone) are also located to the east, west and south of Site A respectively.

2.4.4 The streets surrounding Site B contain many listed properties along Rotherwick Road, Corringham Road and Corringway. These properties form part of the HGSCA. The Golders Green Crematorium, one of the oldest crematoria in Britain opened in 1901 and comprising 3 ha of gardens, is located approximately 250 metres to the north of Site B.

2.5 **Topography**

2.5.1 The extent of level changes across the site is currently unknown. Topographical drawings/surveys will therefore need to be provided in the event of a planning application. These drawings should include cross sections showing the relationship between proposed developments and adjoining built environments.

2.5.2 Observations of the site indicate that there are no significant level changes on the site itself. However, the land form slopes gently upwards travelling east and south from the Bus Station along North End Road and Finchley Road respectively.

2.6 Views and Vistas

- 2.6.1 There are several key views, focal points and landmarks surrounding the Site which provide a significant contribution to the quality and character of the townscape. Any proposed development of the Site must therefore give due regard to existing views. As shown in *Figure 11* below, elevated vantage points to the east of Site A provide clear views of locally listed shopping parades of North End Road opposite the Bus Station.

Figure 11: North End Road view from east



- 2.6.2 Travelling west along North End Road towards the junction of Finchley Road and North End/Golders Green Road, the land becomes level at the location of the Hippodrome as pictured in *Figure 12* below.

Figure 12: North End Road view of Hippodrome from east



- 2.6.3 As shown in *Figures 13, 14 and 15* below, the openness of the Bus Station provides for clear views of the Hippodrome from the west. As the principal elevation of this building, any development of Site A should ensure a site responsive design approach to mitigate any adverse impacts on existing views.

Figure 13: Golders Green Road view towards the Hippodrome from west



Figure 14: Finchley Road view towards the Hippodrome from west



Figure 15: View of Hippodrome from the Bus Station



2.6.4 As shown in *Figure 16* below, there are views of the War Memorial and Underground Station from the north. Any proposed development of Site A should be cognisant of the relationship of the War Memorial to its surrounding setting, particularly with respect to height, scale and mass.

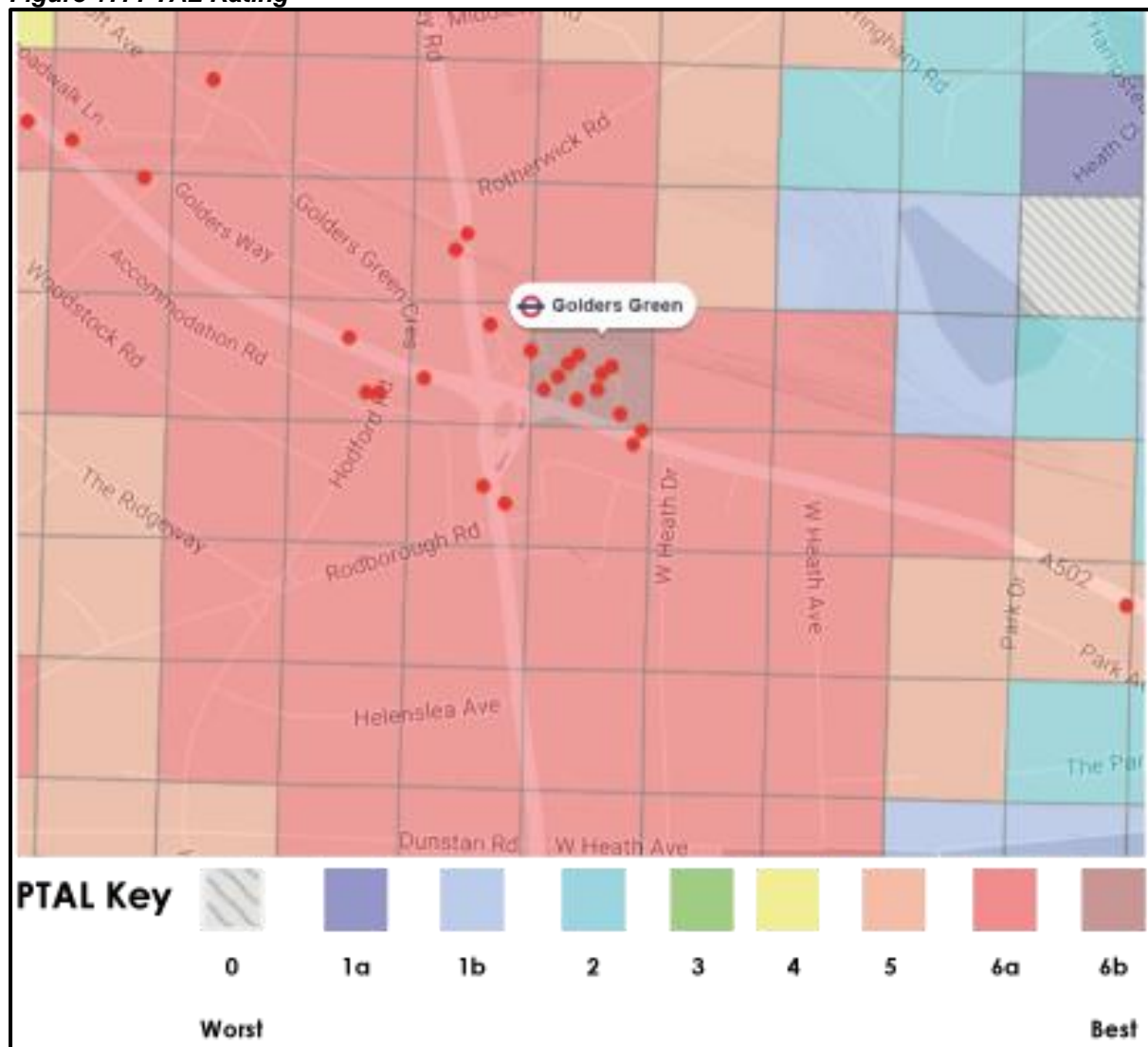
Figure 16: Finchley Road View from south



2.7 Transport and Accessibility

- 2.7.1 The Bus Station is a major transport hub for TfL Buses. It also serves National Express coaches as a strategic stop between north and central London, serving as an important public transport mode interchange where commuters can conveniently access the Underground network. As shown below in *Figure 17*, the Bus Station and surrounding area has excellent public transport accessibility with a Public Transport Accessibility Level (PTAL) of 6b, the highest in the Borough. Direct access to Site B can only be achieved via the service road access from Finchley Road. There are no pedestrian linkages between Sites A and B.

Figure 17: PTAL Rating



2.8 Pedestrian Movement

2.8.1 Figure 18 below illustrates the extent to which the pedestrian environment of the town centre is segregated around the location of the Finchley Road and Golders Green/North End Road junction. Routes shown in red are well connected and easy to navigate whereas blue lines are more disconnected.

2.8.2 The existing configuration of the Finchley Road and Golders Green/North End Road junction results in a pedestrian environment that is disconnected and difficult to navigate

Figure 18: Pedestrian Connectivity

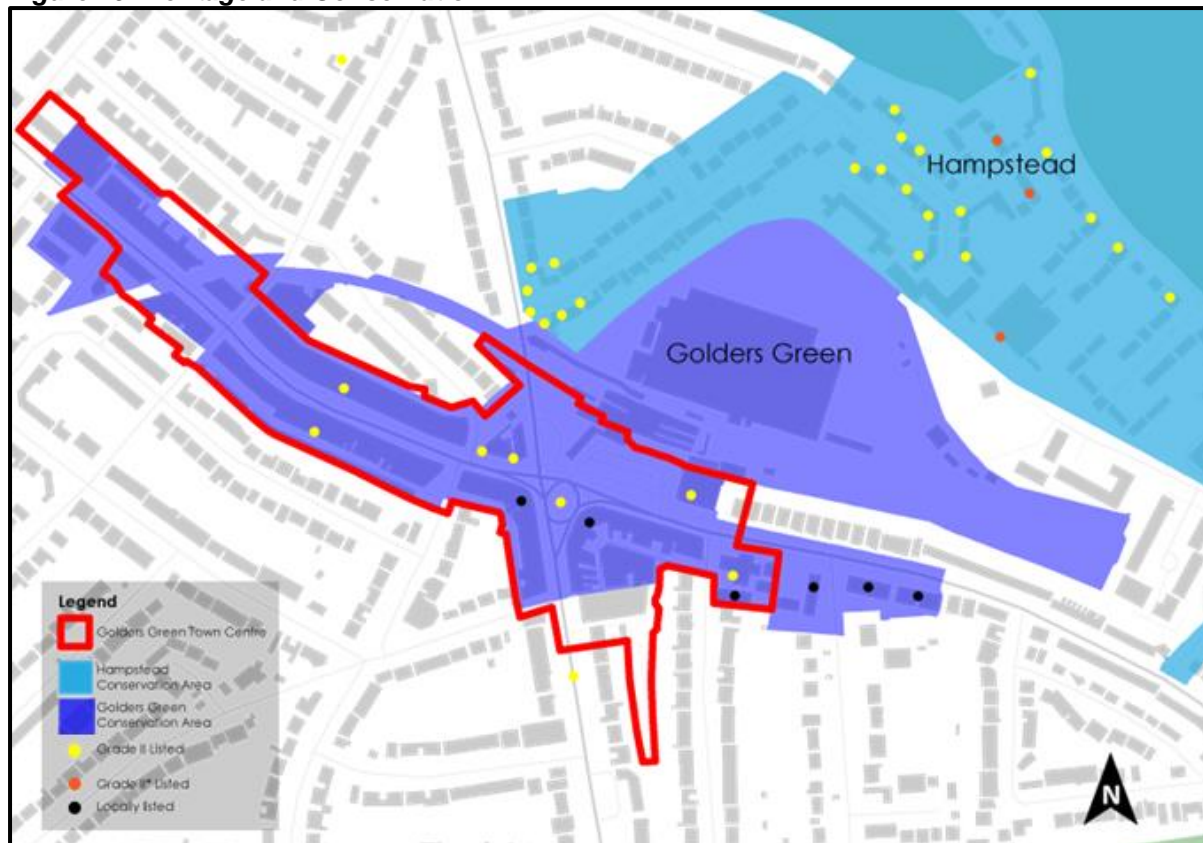


3.0 Constraints to Development

3.1 Heritage Constraints

- 3.1.1** As shown in *Figure 19* below, there is a significant presence of identified heritage assets surrounding the Site in all directions. As mentioned under *Section 2.6.3*, the Hippodrome has its principal elevation fronting the eastern boundary of Site A. Any development of Site A coming forward (towards North End Road) should not pose an adverse impact on views of the Hippodrome.

Figure 19: Heritage and Conservation

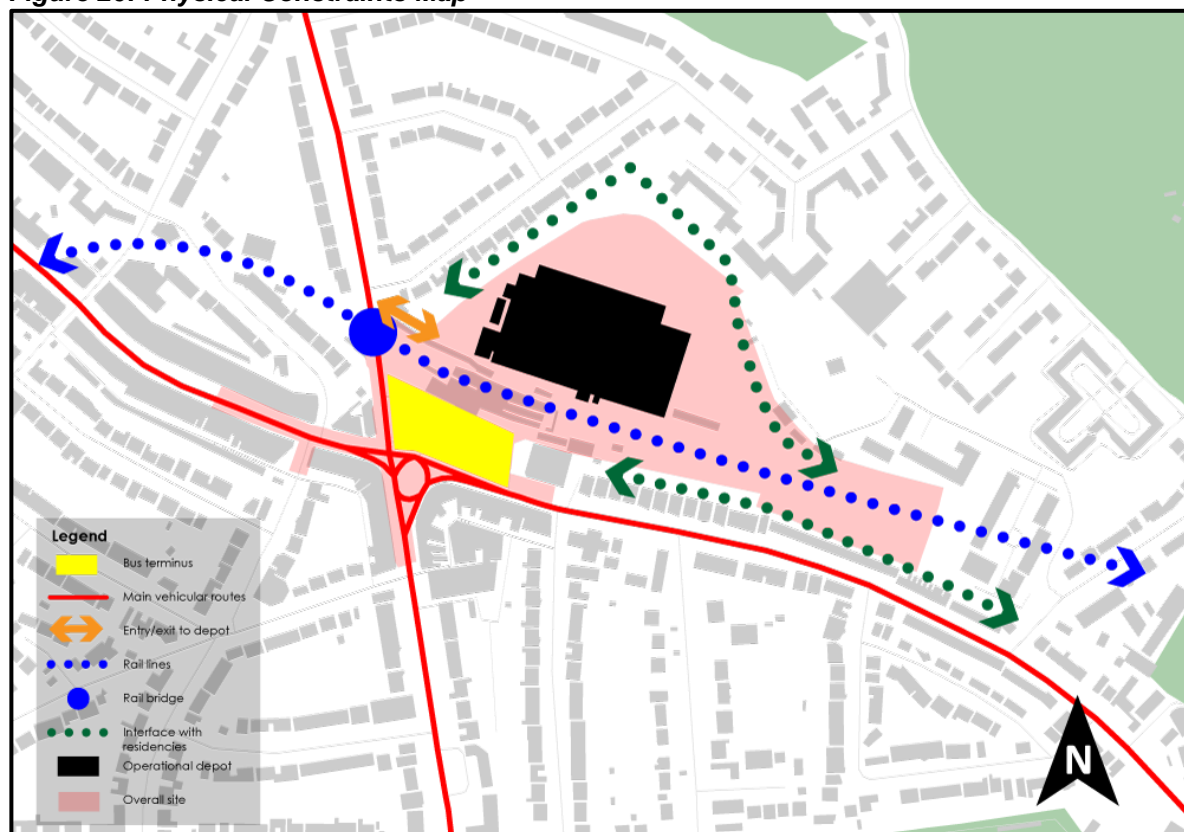


- 3.1.2** Located immediately to the west of Site A is the HSBC building of No. 897 Finchley Road, built in Portland stone and of two storeys in height. Directly adjacent is the War Memorial that sits within a traffic island amidst the junction of Finchley Road and Golders Green/North End Road. Directly opposite the Bus Station lies the four-storey, locally listed shopping parades that curve around North End Road and into Finchley Road creating a defined edge of consistent height.
- 3.1.3** Any development of Site A should have due regard by way of appropriate heights, scale, massing, design and siting of the historic setting of these heritage assets.

3.2 Physical Constraints

3.2.1 Figure 20 below shows that the Site is constrained by North End Road to its south and Finchley Road to its west coupled with residential area that forms part of the HGSCA to the northern and eastern boundaries.

Figure 20: Physical Constraints Map



3.2.2 The junction of Finchley Road and Golders Green/North End Road is a heavily congested and busy intersection with limited space that is in competition for use by vehicles and pedestrians. This situation is further exacerbated by a bus station that is operating at capacity with no ability to respond to increased demand for public transport services.

3.2.3 The curtilage of the Site is also constrained by adjacent buildings and structures; the Railway Arches Bridge over Finchley Road represent a physical constraint as existing structures that any future development would need to integrate with in an appropriate manner.

3.2.4 Notwithstanding the extent of land area comprising Site B, this portion of the Site is heavily constrained in terms of the nature of the existing land use in operation. There are significant complexities in terms of not only coordinating a redevelopment proposal on Site B given the limited access, but also the implications regarding the very scale of development that would be required to realise its development potential due to logistical practicalities and infrastructure costs associated with relocating the Railway Depot and sidings.

4.0 Policy Framework

- 4.0.1** This section provides an overview of the existing policy context against which any planning application will be assessed by the Council. Rather than provide an exhaustive list of applicable policy, this Planning Brief provides a summary of the key policy issues as they relate to the Site. As this brief is intended to supplement adopted policy it should be read in conjunction with Barnet's Local Plan and London Plan where applicable. It is not intended to repeat the policies set out within them.

4.1 National and Regional Policy

National Planning Policy Framework (March 2012)

- 4.1.1** In March 2012, the Government published the National Planning Policy Framework (NPPF) which streamlines national planning policy into a consolidated set of priorities replacing Planning Policy Statements and Planning Policy Guidance. As outlined under paragraph 14, the fundamental premise of the NPPF is the delivery of sustainable development and economic growth with the presumption in favour of sustainable development being the golden thread of the document (2012, p.4). The purpose of the planning system is therefore to contribute to the achievement of sustainable development through supporting mutually beneficial outcomes in a social, economic and environmental sense as follows:

- Social role of supporting strong, vibrant and healthy communities by providing the supply of housing required to meet the needs of present and future generations and by creating a high quality built environment;
- Economic role of contributing to building a strong, responsive and competitive economy; and
- Environmental role of contributing to the protection and enhancement of our natural, built and historic environment.

- 4.1.2** The interconnected nature of the above roles means they are not to be viewed in isolation but rather as cross dimensional functions. Any development of the Site will therefore be required to bring forward mutually beneficial outcomes. For example and as outlined under paragraph 8 of the NPPF (2012, p.3):

“economic growth can secure higher social and environmental standards, and well-designed buildings and places can improve the lives of people and communities”.

- 4.1.3** In this regard the NPPF is clear in directing that:

“planning should operate to encourage and not act as an impediment to sustainable growth” (2012, p.6).

- 4.1.4** That is, to achieve sustainable development, through proactively supporting economic growth, boosting significantly the supply of housing, promoting competitive town centres and seeking high quality design. The NPPF notes that considerable weight should be given to the protection of heritage assets and promotes sustainable transport where the need to travel will be minimised and the use of sustainable transport modes is maximised (2012, p.10).
- 4.1.5** One of the core principles underpinning the planning system and as outlined under paragraph 17 of the NPPF (2012, p.5) is that planning should not simply be about scrutiny, but instead be a creative exercise in finding ways to enhance and improve the places in which people live their lives. Furthermore, the planning system should conserve heritage assets in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of both current and future generations.
- 4.1.6** The NPPF (2012, p.14) also outlines the importance of good design as a key aspect of sustainable development, that which is indivisible from good planning, and should contribute positively to making places better for people. In determining applications, the NPPF stipulates that an applicant should be required to describe the significance of any heritage assets affected, including any contribution made by their setting. With respect to the level of detail, it:
- “should be proportionate to the assets’ importance and no more than is sufficient to understand the potential impact of the proposal on their significance”* (2012, p.30).
- 4.1.7** The fundamental importance of ensuring balanced outcomes that sustain and enhance the significance of heritage assets. In this regard new development should make a positive contribution to local character and distinctiveness. Striking the correct balance is therefore crucial for any development of the Site. An exhaustive list of NPPF provisions as they relate to the Site has been tabled within a policy matrix which can be found in *Appendix B – Planning Policy Matrix*.

The London Plan (March 2016)

- 4.1.8** The London Plan is the spatial development strategy for London and provides a strategic plan for London through establishing an integrated economic, environmental, transport and social framework for the development of London over the next 20-25 years.
- 4.1.9** The London Plan legally forms part of the statutory development plan for Barnet and therefore relevant London Plan policies need to be taken into account when planning decisions are taken.

- 4.1.10** As outlined under *Policy 2.8 – Outer London: Transport*, it is a strategic objective to enhance accessibility by improving links to and between town centres and other locations by different modes of transport. Further, to provide for transport and land use integration and ensure that rail, bus and other transport networks function better as integrated systems and better cater for both orbital and radial trips. *Policy 6.1 – Strategic Approach* (2016, p.225) therefore seeks to encourage the closer integration of transport and development through encouraging patterns and nodes of development that reduce the needs to travel, especially by car, and seeks to improve the capacity and accessibility of public transport, walking and cycling. In this regard *Policy 6.1* (Ibid.) seeks to support development that generates high levels of trips at locations with high levels of public transport accessibility and/or capacity.
- 4.1.11** As highlighted under *Policy 2.15 – Town Centres*¹, development proposals should sustain and enhance the vitality and viability of town centres. Town centres should therefore accommodate economic and/or housing growth intensification and selective expansion in appropriate locations subject to local context. To this end development proposals are to support and enhance the competitiveness, quality and diversity of town centre retail, leisure, employment, arts and cultural, other consumer services and public services. Furthermore, development proposals should not only promote access by public transport, walking and cycling but also reduce delivery, servicing and road user conflict. A pertinent point of *Policy 2.15* (Ibid.) is that any development is to be in scale with the centre whilst contributing towards an enhanced environment such as through improvements to the public realm.
- 4.1.12** *Policy 3.12 – Negotiating Affordable Housing on Individual Private Residential and Mixed Use Schemes* supports the maximum reasonable provision of affordable housing. It suggests that negotiations should take account of individual site circumstances including development viability.
- 4.1.13** Notwithstanding the strategic objectives of the above policies, it is also noted that having regard to the local character of an area is of the utmost importance. This is reflected within *Policy 7.4 – Local Character* which stipulates that “development should have regard to the form, function, and structure of an area, place or street and the scale, mass and orientation of surrounding buildings”². In this regard development should not only protect but improve an area’s visual or physical connection with natural features having regard to the pattern and grain of the existing spaces and streets in orientation, scale, proportion and mass.

¹ London Plan (March 2016), p.70

² London Plan (March 2016), p.288

- 4.1.14** *Policy 7.8 – Heritage Assets and Archaeology* is unequivocal in stressing the importance for development to “identify, value, conserve, restore, re-use and incorporate heritage assets” (2016, p.295). Any development affecting surrounding heritage assets should therefore come forward in a manner that conserves their significance and is sympathetic to their form, scale, materials and architectural detail (Ibid.).
- 4.1.15** *Policy 3.3 – Increasing Housing Supply* establishes the pressing need for more homes in London to promote opportunity and provide a choice for all Londoners. *Policy 3.4 – Optimising Housing Potential* (2016, p.100) is clear in stating that housing developments should represent the highest quality internally, externally and in relation to their context and to the wider environment.
- 4.1.16** Table 3.2 – Sustainable Residential Quality (Density) Matrix of the London Plan sets out a density matrix intended to guide development proposals based on access to public transport and the setting of a location.
- 4.1.17** The density range for an ‘Urban’ setting (Site A) suggests provision for 200-700 habitable rooms per hectare based on a PTAL rating of between 4 to 6. For a ‘Suburban’ setting (Site B) with a PTAL rating of 4 to 6 a density range, of 200-350 habitable rooms per hectare is suggested.
- 4.1.18** The design of all new housing developments should enhance the quality of local places, taking into account physical context; local character; density; tenure and land use mix; and relationships with, and provision of, public, communal and open spaces, taking particular account of the needs of children, disabled and older people.

A City for All Londoners

- 4.1.19** ‘A City for All Londoners’ October 2016 sets out the ambitions of the Mayor and outlines how TfL land across London has the potential to accommodate new homes in the future. A key message of the document is the centrality of the transport system to the overall success of London. The document outlines that the transport system will be a major lever in the implementation of key future policies, especially those concerning air quality, housing and economic development.
- 4.1.20** The document also outlines the Mayor’s vision to intensify residential development around stations and well-connected town centres as part of a strategy to encourage mixed-use development and intensification. The document sets out that housing development should be concentrated at higher densities around transport infrastructure to make the best use of space and connectivity.

The Mayor's Transport Strategy

- 4.1.21** The Mayor's Transport Strategy (MTS) May 2010 sets out the Mayor's vision for transport in London over the next 20 years. It describes how TfL and its partners, including the London boroughs, will deliver that vision.
- 4.1.22** Aspects of the *MTS* with relevance to the site include but are not limited to:
- Supporting a range of transport improvements to help improve connectivity and promote the vitality and viability of town centres, and that provide enhanced travel facilities for pedestrians and cyclists'
 - Ensuring that the design and layout of development sites maximise access on foot, cycle and to public transport facilities;
 - Improving the efficiency and effectiveness of the operation of the transport system;
 - Encouraging the use of more sustainable, less congesting modes of transport;
 - Expanding the capacity and quality of public transport services, improve passenger comfort and customer satisfaction, reduce crowding, and improve road user satisfaction; and
 - Improving transport's contribution to the built and natural environment.

Other Transport Strategies and Guidance

- 4.1.23** In 2009, TfL released its *Interchange Best Practice Guidelines*. This document and accompanying website provides advice and guidance to those within TfL and its delivery partners, including London Boroughs. The focus of these guidelines is on multi-modal interchange between one mode of public transport and another, for example between bus and train. It also considers interchange between public transport and the feeder modes used to get to and from the interchange, for example walk, cycle or motor vehicle.

4.2 Local Planning Policies

Barnet's Local Plan

- 4.2.1** The Local Plan is the development plan and the statutory basis for decision making. Barnet's Local Plan seeks to embody spatial planning – the practice of 'place shaping' to deliver positive social, economic and environmental outcomes through providing the overarching local policy framework for delivering sustainable development in Barnet. Barnet's Local Plan consists of a suite of Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs).

- 4.2.2** As the most important policy document, the Core Strategy DPD articulates the 'vision' for the Local Plan and the most fundamental, cross cutting objectives and policies that the Council and its partners will seek to deliver.
- 4.2.3** As highlighted under Section 1.2.2 above, the Bus and Underground stations together with forecourt were previously identified as a proposal in the Unitary Development Plan adopted in 2006. The 1.7 ha site (proposal H22) was allocated for an integrated transport interchange together with an element of mixed retail (classes A3, A4, A5) and small scale business uses. Although the 2006 Unitary Development Plan policies that supported this proposal have now been replaced by the Local Plan adopted in 2012 the allocation H22 still appears on the UDP Proposals Map which has not been updated with the Local Plan. The proposal still has weight as a material consideration and regard should be had to its merits as part of the 2004 UDP inspector's Report.
- 4.2.4** The proposals for Site h22 attracted a large numbers of objections as the UDP emerged with concerns expressed about the impact of a large development on local shops, traffic and parking problems as well as the character of the two conservation areas. London Underground reduced the size of the developable area from 5.4ha to 1.7ha and removed the maintenance depot, with the smaller site centred upon the underground station, the train lines, station forecourt and bus station. The UDP Inspector highlighted the need to improve facilities for travellers passing through this area and for a scheme to be financially viable by the inclusion of income generating development. The Inspector highlighted the very difficult challenge is to get the balance right, to achieve a result that preserves and, preferably, enhances the unique character of the heart of Golders Green. An overall benefit needs to be shown. This will require the best designers and a partnership approach that will involve local people. The vision and the detail will be critical.
- 4.2.5** It is a key objective *Policy CS4: Providing Quality Homes and Housing Choice in Barnet*, is to create successful communities in Barnet by seeking to ensure a mix of housing products in the affordable and market sectors to provide choice for all.
- 4.2.6** *Policy CS5: Protecting and Enhancing Barnet's Character to Create High Quality Places* seeks to ensure that all development in Barnet respects local context and distinctive local character creating places and buildings of high quality design. In this regard *Policy CS5* is clear in mandating that new development should improve the quality of buildings, landscaping and the street environment and in turn enhance the experience of Barnet for residents, workers and visitors alike. Design considered inappropriate to its context or which fails to take opportunities to improve the character and quality of an area and the way it functions will therefore not be accepted.

- 4.2.7** *Policy CS6: Promoting Barnet's Town Centres* sets out the way in which the variety of town centres in the Borough have different roles and functions to play. Golders Green is classified as a District Centre, a classification characterised with providing convenience goods and services for more local communities. The importance of supporting competitive town centre environments is a central underpinning of Policy CS6 and reflects the manner that any development of Site A, being located within the Golders Green Town Centre, would need to come forward.
- 4.2.8** It is an underlying objective of the Core Strategy, as outlined under *Policy CS4: Providing Quality Homes and Housing Choice in Barnet*, to create successful communities in Barnet by seeking to ensure a mix of housing products in the affordable and market sectors to provide choice for all households.
- 4.2.9** *Policy CS9: Providing Safe, Effective and Efficient Travel* identifies an integral component to achieving sustainable development within the Borough and the delivery of appropriate transport infrastructure to support growth, relieve pressure on Barnet's transport network and reduce the impact of travel whilst maintaining freedom and ability to move at will.
- 4.2.10** The Local Plan Development Management Policies DPD sets out the Borough-wide planning policies that implement the Core Strategy as used in day to day decision making by the Council. A list of all relevant Development Management Policies can be found within *Appendix D*.
- 4.2.11** *Policy DM05: Tall Buildings* stipulates that tall buildings, comprising eight stories and above, outside the strategic locations identified in the Core Strategy, will not be considered acceptable. The Site is not identified within the Core Strategy as a strategic location for tall buildings.
- 4.2.12** The importance to provide a mix of housing products is evidenced under *Policy DM08: Ensuring a Variety of Sizes of New Homes to Meet Housing Need* in that each new development should provide, where appropriate, a mix of dwelling types and sizes in order to provide a choice for a growing and diverse population for all households in the Borough. Dwelling size priorities are as follows:
- Social rented housing – 3 bedroom dwellings are a high priority
 - Intermediate affordable housing – 3/4 bedroom dwellings are a high priority
 - Market housing – 4 bedroom dwellings are the highest high priority however 3 bedroom dwelling represent a medium priority.
- 4.2.13** In consideration of the heritage and conservation significance of the Site, as will be outlined under Section 4 of this document, it is noted that *Policy DM06: Barnet's Heritage and Conservation* requires that all heritage assets are protected in line with their significance. To this end

all development proposals must have high regard to their setting and preserve or enhance the character and appearance of all Conservation Areas within the Borough.

4.2.14 Policy DM06 lays out a clear methodology for development proposals involving or affecting heritage assets within the Borough through a requirement to demonstrate the following:

- The significance of the heritage asset;
- The impact of the proposal on the significance of the heritage asset;
- The impact of the proposal on the setting of the heritage asset;
- How the significance and/or setting of a heritage asset can be better revealed;
- The opportunities to mitigate or adapt to climate change; and
- How the benefits outweigh any harm caused to the heritage asset.

4.2.15 *Policy DM10: Affordable Housing Contributions* establishes a target of forty (40) per cent affordable housing on sites of ten (10) dwellings or more or covering 0.4 hectares or more. The forty (40) per cent affordable housing split should be split 60:40 between social rented and intermediate accommodation.

4.2.16 *Policy DM17: Travel Impact and Parking Standards* stipulates that the Council will expect development to provide parking in accordance with the London Plan standards, except in the case of residential development, where the maximum provision will be 1.5 to 1 spaces per unit for terraced houses and flats of 2 to 3 bedrooms in size. The Site is located within a Controlled Parking Zone (CPZ).

4.2.17 Subject to individual site circumstances, Section g: 2 (i) of Policy DM17 indicates that residential development may be acceptable with limited or no parking within a CPZ; where it can be demonstrated that there is insufficient capacity on street the applicant will be required to enter into a legal agreement to restrict future occupiers from obtaining on street parking permits. In considering the suitability of development proposals involving reduced on-site parking provision, the Council will take account of the following factors:

- The level of public transport accessibility (PTAL);
- Parking stress including the level of on-street parking control;
- The population density and parking ownership of surrounding areas;
- The location context (i.e. town centre);
- Ease of access by cycling and walking; and
- Other relevant highways or planning considerations.

Design and Conservation Policy

4.2.18 The Sustainable Design and Construction Supplementary Planning Document (SPD) provides detailed guidance intended to facilitate the implementation and delivery of sustainable design and construction within the Borough. Pertinent requirements of this SPD as they relate to any future development of the Site are as follows are outlined under *Section 2: Sustainable Design and Construction Requirements and Guidance*:

- *Table 2.1 – Minimum Residential Space Standards*
- *Table 2.2 – Internal Layout and Design*
- *Table 2.3 - Outdoor Amenity Space*
- *Table 2.4 – Daylight, Privacy, Outlook and Light Pollution*
- *Section 2.6 – Accessible and Adaptable Dwellings*
- *Section 2.7 – Wheelchair User Dwellings*
- *Section 2.8 – Energy Use in New Buildings*
- *Section 2.11 – Water Efficiency*
- *Section 2.13 – Air Quality*
- *Section 2.14 – Noise Quality*
- *Section 2.15 – Flood Risk, Sustainable Urban Drainage Systems (SUDS) and Water Quality*
- *Section 2.17 – Archaeological Investigation*
- *Section 2.18 – Pollution Preventions, Contaminated Land Remediation and Construction Management*
- *Section 2.20 – BREEAM*

4.2.19 The Council recognises the opportunities for change in Barnet however proposals must fully take into account heritage assets. Listed buildings and conservation areas will be protected and enhanced and the impact of proposals on the wider historic environment and its setting will be key considerations when determining any application for development.

4.2.20 Due to its proximity to the HGSCA, any development of Site B would need to take account of the defining characteristics of this conservation area which includes an inter-relationship of the following:

- High quality building materials and traditional craftsmanship;
- Rich planting and landscape, retaining original trees and landscape features;
- Ingenious grouping of buildings which reinforce a sense of community;
- Houses designed to harmonise with each other and often grouped around greens, squares, walks and closes;
- Restrained use of materials including red, purple and brown stock brick; roughcast, sometimes unpainted, otherwise white or cream; handmade red clay plain tiles;

- Architectural features such as large or elaborate chimneys, dormer windows and bays designed to add variety and visual interest; and
- Hedged boundaries rather than walls and fences.

4.3 Other Relevant Policy

Entrepreneurial Barnet

- 4.3.1** In December 2014, the Council adopted *Entrepreneurial Barnet*, a strategic document which outlines the approach the Council and its public sector partners are taking to realise the vision of making Barnet the best place in London to be a small business. Town Centre investment forms a central underpinning of this vision. Entrepreneurial Barnet makes clear that Main town centres will be a key focus area and that the Council will prioritise its activities including leadership and investment in improving town centres.

4.4 Policy Summary

- 4.4.1** As a public transport interchange situated in a District Town Centre and possessing an exceptional level of public transport accessibility, the local, national and regional planning policy framework support high density, mixed-use development scheme of exemplary design quality that enhances the vibrancy of the town centre, provides for quality homes and housing choice delivers safe, effective and efficient travel.
- 4.4.2** Barnet's Local Plan provides clear support for the delivery of high quality public transport systems in town centres³. In this regard Barnet's aspirations for consolidated growth are clearly outlined through the mutually supporting core objectives of place making, meeting housing aspirations and the promotion of town centres.
- 4.4.3** Situated within the Golders Green Conservation Area, on the edge of Hampstead Garden Suburb Conservation Area and surrounded by Grade II listed buildings and other heritage assets, it is very important that any development proposal has high regard to the surrounding setting and ensures that its heritage assets are protected in line with their significance.

³ Barnet's Core Strategy DPD Policies CS1, CS3 and CS6

5.0 Opportunities

- 5.0.1** The Site holds opportunities that could be realised through an appropriate redevelopment proposal that balances transport, town centre and mixed use development objectives.

5.1 Transport

- 5.1.1** There is an opportunity to provide safe, effective and efficient travel within an improved public transport interchange at Golders Green Station.
- 5.1.2** Barnet's Local Plan⁴ outlines that as an established and well served transport hub, the Golders Green Town Centre provides an opportunity to increase the density of activity so that people can access local services by various means of transport. With the Bus Station providing the gateway to the town centre, the redevelopment of Site A represents an opportunity to define its location as the focal point of the town centre through exemplary design and the creation of a high quality public realm.

5.2 Town Centre Revitalisation and Place making

- 5.2.1** In consideration of its town centre context and 'Secondary Shopping Frontage' component of Site A, there is an opportunity to improve the retail offer and improve the vitality of the town centre. In this regard the ability to deliver a mixed-use development on Site A represents an opportunity to intensify development around an existing transport interchange in line with the strategic direction of national policy as outlined under the Mayor's Transport Strategy.
- 5.2.2** Redevelopment of Site A provides an opportunity to bring about improvements to pedestrian access and movement, improving the public realm and unlocking wider benefits by making Golders Green Town Centre a more attractive place to visit. Potential reconfiguration of the Finchley Road and Golders Green/North End Road junction to create a new public realm incorporating the War Memorial could provide a significant benefit to the town centre in facilitating place making opportunities
- 5.2.3** The creation of a new public realm could provide a focal point of the town centre supporting a variety of activities, community based events and in supporting local enterprise such as the use of market stalls, pop up shops and street food vendors.

⁴ Barnet's Core Strategy DPD, Section 14.10.4

- 5.2.4** Any redevelopment of Site A would provide the opportunity for improvements to the Underground Station in terms of the user experience. There is an opportunity to utilise the secondary entrance located off Finchley Road which would improve pedestrian access to the Underground Station. Additionally, the provision of cycle parking facilities at the Bus Station would optimise the exceptional level of public transport accessibility by encouraging walking, cycling and the use of public transport.

5.3 **Mixed-Use Development**

- 5.3.1** Opportunity for town centre intensification through a mixed-use development proposal for Site A that could enhance the economic vitality of the town centre whilst providing residential accommodation in a highly accessible location. This could facilitate the creation of a new public realm as part of a redevelopment proposal that sought to reconfigure the layout of the Finchley Road and Golders Green/North End Road junction.
- 5.3.2** With respect to Site B, whilst it falls outside the boundaries of the designated town centre, there is an opportunity to provide for residential development in a highly accessible location providing for intensification around a public transport interchange.

6.0 Preferred Approach to Development

6.1 Site A

Land Use and Density

- 6.1.1** The ground floor level should maintain its primary function as a Bus Station, with mixed-use development alongside. Reorganisation of the Bus Station should ensure capacity for the expected future growth in bus movements.
- 6.1.2** Any proposal for Site A should incorporate commercial use at ground floor in the form of small, retail based shops and cafes to support small to medium enterprises reflecting the setting of secondary shopping frontage designation. The public realm should support these commercial uses to provide place making opportunities, improving the experience for customers arriving/departing from both the Bus and Underground stations and improving the town centre visitor experience.
- 6.1.3** Above ground floor level, residential accommodation or a mix of both residential and commercial uses would be acceptable. Any development above should not incorporate a pedestrian undercroft into the Bus Station unless it can be demonstrated that the proposal will not result in a detrimental impact to the safety of the pedestrian environment and the quality of the surrounding heritage setting.
- 6.1.4** Based on Table 3.2 of the London Plan, in consideration of its 'Urban' setting and public transport accessibility level, a density range of 200-700 habitable rooms per hectare is suggested.

Height, Massing and Footprint

- 6.1.5** Height, scale and massing should consider the existing pattern of buildings in the town centre. To ensure the setting of the listed Hippodrome is not affected, any new scheme proposed should not be higher than the front aspect of its neighbour at this point.
- 6.1.6** The northern portion of Site A (along its interface the Underground Station) may be able to accommodate greater mass and building height compared to that of the southern boundary along North End Road. In this regard building height and mass should also be moderated to the eastern boundary to provide separation and protect views of the Hippodrome.
- 6.1.7** The building footprint should ensure that there is sufficient space within the site for public open space. This open space could be provided within the public realm.

Public Highways, Parking, Access and Servicing

- 6.1.8** The scheme will be expected to be car-free. The surrounding area is already covered by Controlled Parking Zone (CPZ), and to ensure these areas do not experience further parking pressure, residents of the new scheme will be prevented from applying for parking permits.
- 6.1.9** Disabled car parking provision should be provided by an on-site car club. Off-site commuted disabled parking provision is not considered appropriate unless it is provided immediately adjacent to the site without the need for residents to cross public highways to gain access to a vehicle. In considering the requirement for disabled parking, the Council will have regard to the physical ability of any proposal to meet the needs of those with disabilities equally with their able counterparts.
- 6.1.10** Cycle parking provision at stations is considered on a site by site basis subject to discussion with TfL. At Golders Green Station, the Council will expect that minimum requirements as set out under *Table 6.3: Cycle Parking Minimum Standards* of the London Plan are exceeded.
- 6.1.11** As part of the development of Site A, a new central junction will be expected, to improve the flow of traffic through the town centre and enhance pedestrian movement through the centre and to the Underground and Bus Stations.
- 6.1.12** The Council will consider the potential relocation of the War Memorial provided a development proposal can demonstrate how a reconfigured road layout would operate successfully and that its setting was improved. Any proposed relocation of the War Memorial would be subject to demonstrating ease of pedestrian access and the suitability of any proposed relocation in terms of relationship with surrounding buildings and the heritage setting. It should be noted that relocation of the War Memorial would amount to its demolition and reconstruction. Such a proposal would require listed building consent, authorised by the Secretary of State on the advice of Historic England.
- 6.1.13** Shared surfaces are acceptable however any development proposal will need to demonstrate how pedestrian safety will be achieved based on frequency of proposed bus and coach movements over shared spaces. Interaction assessments of bus and coach movements with public highways, pedestrians and cyclists will require micro-simulation modelling.
- 6.1.14** Development of Site A will deliver improvements including Step Free Access, to the Underground Station. Bus waiting areas should be designed to utilise the improved public realm and retail provision.
- 6.1.15** Taxi provision shall be maintained and suitable provision made for a pick-up/drop-off point.

- 6.1.16** Any development proposal will need to make provision for delivery and servicing arrangements to service the commercial uses on site. With respect to the residential component, refuse collection arrangements would be required to comply with the Councils *'Provision of Household Waste and Recycling Service'* requirements or as agreed with the Council's Waste and Recycling Services.

Residential Accommodation

- 6.1.17** Standards of residential accommodation are expected to comply with the requirements of the Sustainable Design and Construction SPD. Section 2 of the SPD sets out minimum residential space standards, internal layout and design, outdoor amenity space, daylight, privacy, outlook and light pollution requirements.
- 6.1.18** All units will be expected to comply with the standards of the Sustainable Design and Construction SPD.
- 6.1.19** Subject to viability the Council will expect any development proposal to deliver 40% affordable housing, with a variety of unit sizes. The affordable housing split should be split 60:40 between social rented and intermediate accommodation. Three bedroom dwellings are a high priority for both social rented and intermediate affordable housing and as such any development would be expected to include units of up to this size.

Quality of Design & Materials

- 6.1.20** New development will be expected to deliver high quality architecture utilising innovative technologies to create efficient, sustainable and functional buildings. Materials should complement the existing urban fabric and provide enough variation on site to relate to the architecture of surrounding buildings and landscape.

Streetscape, Landscaping and the Public Realm

- 6.1.21** Provision of publically accessible landscaping that forms part of the public realm will be an essential component to any future development proposal. Generous provision should be made. The existing trees along North End Road serve as an important feature of the Bus Station and if development necessitates their removal, their re-provision is expected. This will create a natural streetscape that functions as a landscaping corridor and provides a connection with the mature street trees that frame North End Road to the east.
- 6.1.22** Any development will improve the interface with the High Street through creating a strong relationship with North End and Finchley Road. This will be achieved through the use of soft landscaping, open space and appropriate siting of retail uses.

- 6.1.23** Private open space should be provided for each residential unit in the form of integral balcony space (not extending out from the building-line) and opportunities for providing amenity space on roof-space should be explored.
- 6.1.24** Public realm interventions will deliver enhanced streetscapes, specifically the south and west boundaries of Site A, that of North End Road and Finchley Road respectively, as to provide a consistently high quality, inclusive and safe environment. This will create a legible and user friendly environment for the pedestrian that supports opportunities to integrate sustainable travel modes. Activation of the Finchley Road interface could include active retail frontage or a public realm intervention that would introduce activity and make the streetscape function more efficiently, particularly under the dark spaces of the Finchley Road Railway Arches.

6.2 Site B

Land Use and Density

- 6.2.1** Development of Site B should be predominantly residential development with a small element of mixed-use development alongside the Underground Station. Ancillary commercial uses (B1, A1 and A3) forming part of a residential led mixed-use development would be supported at this location.
- 6.2.2** Residential densities should be consistent with a 'Suburban' setting under Table 3.2 of the London Plan providing for a range of 200-350 habitable rooms per hectare.

Height, Massing and Footprint

- 6.2.3** To reflect the character of the surrounding area, prevailing building heights should generally be 2 – 3 storeys high with lower buildings adjacent to existing residential properties on Rotherwick Road, Corringham Road and Corringway. Subject to retention and conversion of positive buildings on site there may be an opportunity for higher buildings adjacent to the Underground Station. The height and orientation of new buildings should not result in overlooking or overshadowing of existing properties.
- 6.2.4** A master-plan will be required, showing layout, height and massing of any future development. Massing and footprint will be expected to be consistent with the surrounding residential area to the north in terms of building typology and design. Detached and semi-detached houses will be expected surrounding the northern boundary transitioning to townhouse/terrace style development towards the centre of the site with flats near the Underground Station.
- 6.2.5** Any development of Site B would be expected to retain the Railway Depot and Shunting Sheds as depicted in *Figure 9*.

Public Highways, Parking, Access and Servicing

- 6.2.6** Vehicular access will be from the existing access road on Finchley Road, with a second access road to be provided from Rotherwick Road or Corringway Court. These will also provide the main pedestrian access points. Within the site, there should be a clear pedestrian route through the development from the existing access on Finchley Road to the new access road on Rotherwick Road or Corringway Court.
- 6.2.7** Given the central location of Site B immediately adjacent to a town centre and its PTAL rating of up to 6b, the scheme should be predominantly car-free. Parking provision would be expected for the lower density detached and semi-detached dwellings around the northern perimeter of the site in consideration of the lower PTAL rating at this location.

- 6.2.8** Where residential units do not have a dedicated car-parking space, they will not be permitted to have a car parking permit. This will avoid any further pressures being placed on existing Controlled Parking Zones for additional car parking spaces.
- 6.2.9** Cycle parking provision shall be in accordance with the minimum requirements as set out under *Table 6.3: Cycle Parking Minimum Standards* of the London Plan.

Residential Accommodation

- 6.2.10** A mix of units should be provided in accordance with Policy DM08, providing for a mix of dwellings ranging from 1 to 4 bedrooms in size. Standards of residential accommodation with respect to minimum residential space standards, internal layout and design, outdoor amenity space and daylight, privacy, outlook and light pollution would be expected to comply with Barnet's *Sustainable Design and Construction SPD* as outlined under Section 6.1 above.
- 6.2.11** The Council will expect any development proposal to deliver 40% affordable housing, with a variety of unit sizes. The affordable housing split should be split 60:40 between social rented and intermediate accommodation. Three bedroom dwellings are a high priority for both social rented and intermediate affordable housing and as such any development would be expected to include units of up to this size.

Quality of Design & Materials

- 6.2.12** Residential development will be expected to utilise high quality building materials and traditional craftsmanship, taking design cues from the HGSCA. Houses surrounding the perimeter should harmonise with each other and be grouped around greens, squares, walks and closes in a manner that reflects the established pattern of the surrounding residential area.
- 6.2.13** As outlined under Section 6.1 above and with respect to any mixed-use and compact development alongside the Underground Station, high quality architecture utilising innovative technologies to create efficient, sustainable and functional buildings would be expected.

Streetscape, Landscaping and the Public Realm

- 6.2.14** Provision of publically accessible landscaping that forms part of the public realm surrounding the Underground Station will be an essential component to any future development. Generous pavement widths, an integrated soft landscape and street furniture to provide legibility and continuity would be expected for the area of the site surrounding the Underground Station.

6.3 “The Site” (Site A & B)

Land Use and Density

- 6.3.1** A comprehensive redevelopment of Sites A and B is considered unlikely in the short to medium term. However, if such a scenario arose it would provide an opportunity for development above the Underground Station. With this scenario, development on Site A would be limited, allowing the potential for a town square. The guidance for Site B (as outlined above) would remain broadly similar. With this approach, the following provides guidance solely for the Underground Station and space above it.
- 6.3.2** An enhanced Underground Station should be provided at ground floor level with disabled access and better circulation space provided. There will also be scope for commercial space including a range of uses (A1, A2, A3, A4 and A5) at ground floor level.
- 6.3.3** Commercial (B1) and/or residential use would be appropriate in the floors above.
- 6.3.4** A density range of 200-700 habitable rooms per hectare would be supported.

Height, Massing and Footprint

- 6.3.5** Golders Green is not identified as a strategic location for tall buildings. There may be scope for a tall building as part of any comprehensive redevelopment that delivers significant town centre benefits and infrastructure enhancements (new landmark public realm; increased retail offer; station improvements and streetscape enhancements to North End Road, Golders Green Road and Finchley Road).
- 6.3.6** Any proposal for a tall building shall be of an exceptional design quality and not have an impact on heritage aspects in the surrounding area.
- 6.3.7** Neither should it lead to loss of light or result in overlooking issues.
- 6.3.8** In determining the suitability of such a proposal, the Council would give careful consideration to the surrounding heritage setting and the extent of town centre benefits.

Public Highways, Parking, Access and Servicing

- 6.3.9** As with redevelopment of Sites A and B, reorganisation of the road junction will be expected along with substantial public realm works to provide an improved setting for the relocated War Memorial. However, comprehensive redevelopment of the two sites would also allow opportunity for enhancing pedestrian access through the site into Hampstead Garden Suburb. Such opportunities should be explored to improve access into the town centre.
- 6.3.10** Any scheme above the station will be predominantly car-free especially on Site A and new residents prevented from purchasing parking permits.

- 6.3.11** Disabled parking should be provided by way of a car-club.
- 6.3.12** Cycle parking should be provided in accordance with the standards set out in the London Plan.
- 6.3.13** Provision should be included for pick-up/drop-off points, taxi provision, deliveries and servicing.
- 6.3.14** Pedestrian access into the Underground Station and Bus Station should be provided.

Residential Accommodation

- 6.3.15** Standards of residential accommodation will be expected to comply with the requirements of the Sustainable Design and Construction SPD. The preparation of any development proposal should pay particular attention to Section 2: Sustainable Design and Construction Requirements and Guidance with respect to minimum residential space standards, internal layout and design, outdoor amenity space, daylight, privacy, outlook and light pollution requirements.
- 6.3.16** The Council will expect any development proposal to deliver 40% affordable housing, with a variety of unit sizes. The affordable housing split should be split 60:40 between social rented and intermediate accommodation. Three bedroom dwellings are a high priority for both social rented and intermediate affordable housing and as such any development would be expected to include units of up to this size.

Quality of Design & Materials

- 6.3.17** A comprehensive redevelopment proposal above the station should deliver exemplary design quality through a distinctive proposal that responds to and enhances its setting. Architectural detail will be of a high-quality finish informed by the surrounding context.

Streetscape, Landscaping and the Public Realm

- 6.3.18** Comprehensive development of the Site will deliver considerable streetscape improvements through significant landscaping and public realm provision. Development above the Underground Station will provide for the creation of a new public space within the southern portion of the Site. The provision of new public realm will integrate with ground floor commercial uses and the soft landscaping scheme.
- 6.3.19** A high quality public realm incorporating street furniture, integrated soft landscaping and open spaces will provide for place making opportunities with complementary ground floor commercial uses activating the space surrounding the Underground Station. This will deliver enhanced pedestrian flows and added security.

7.0 Sustainability

- 7.1** Development proposals are required to demonstrate a level of environmental performance in line with the targets established under Part 5 of the London Plan (March 2016) and the Council's Sustainable Design and Construction SPD.
- 7.2** An Energy Statement should be prepared in support of any planning application, demonstrating how the scheme will comply with the Policies 5.2 and 5.3 of the London Plan in terms of carbon dioxide emission reductions and sustainable design and construction. Conditions will be attached to any grant of permission to ensure that the scheme complies with the requirements of Policy 5.2 with respect to minimum improvements over the Target Emission Rate (TER) outlined in the national Building Regulations which require zero carbon buildings from 2016 onwards.
- 7.3** The non-residential component of any development proposal should achieve a minimum 'Very Good' BREEAM rating.
- 7.4** Renewable energy sources should be given consideration in developing the energy strategy for the Site. This could include for example the use of available roof space for the provision of photovoltaic cells. Alternatively, green roofs should be incorporated as part of any proposed development.
- 7.5** The Energy Statement will need to clearly demonstrate how the proposal makes the fullest possible contribution to minimising carbon dioxide emissions in accordance with the following energy hierarchy:
- Be lean: use less energy
Be clean: supply energy efficiently
Be green: use renewable energy
- 7.6** The Energy Statement will need to clearly demonstrate how the proposal makes the fullest possible contribution to minimising carbon dioxide emissions in accordance with the following energy hierarchy:

8.0 Planning Application Requirements

8.1 Detailed guidance on the information and details required for the submission of a planning application can be found on this webpage:

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/submit-a-planning-application.html>

8.2 Prior to the submission of a planning application for any part of the Site, the Council will expect pre-application discussions with planning, urban design and heritage officers.

8.3 The Council will expect the following details as part of a planning application:

- Detailed plans showing building layouts on site;
- Sections through the site showing height and relationship of new buildings to existing neighbouring buildings and structures;
- Detailed representations of all neighbouring buildings and how proposed buildings relate to it including linear streetscape elevations;
- 3D modelling to demonstrate scale, bulk and massing of the development;
- Indications of materials to be used on the building exterior;
- Heritage submission describing the significance of any heritage assets affected, including any contribution made by their setting; and
- Servicing and Delivery Strategy.
- Transport Assessment and Transport Statement
- Daylight and Sunlight Study
- Energy Statement
- Landscaping Plans

9.0 Community infrastructure Levy (CIL) and Section 106 Agreements

9.1 Development proposals will be considered in light of paragraph 173 whereby plans should be viable and deliverable.

9.2 Details on the charging schedule can be found on the Council web site:

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/submit-a-planning-application/community-infrastructure-levy.html>

9.3 Barnet CIL is charged at a rate of £135 per square metre plus indexation, relating to new residential floor space.

9.4 Mayoral CIL is charged at £35 per square metre plus indexation, relating to new floorspace.

9.5 Potential Section 106 requirements may be required for (but not limited to):

- Town Centre and Public Realm Improvements
- Public Highways Improvements
- Affordable Housing
- Skills, Employment, Enterprise and Training

9.6 Development involving loss of employment space will be expected to mitigate the loss and make contributions to employment training. Calculations of such contributions will be made on a site by site basis in line with the Skills, Employment, Enterprise and Training SPD. Contributions will be retained for specific employment, skills, training and enterprise support and initiatives highlighted in the Economic Strategy (Entrepreneurial Barnet).

9.7 Development of the Site would trigger a requirement to manage development related job opportunities the Council will use a Local Employment Agreement (LEA). A LEA sets out the skills, employment and training opportunities to be delivered from development and must include all employment opportunities generated by construction as well as the end use where the development creates more than 20 FTE (full time employee) jobs.

9.8 On all schemes where affordable homes are being built, the developer will be encouraged to employ trainees through the Notting Hill Housing Trust Construction Training Initiative, or a similar scheme. Further details are available at:

<http://www.nottinghillhousing.org.uk/aboutus/work-for-us/construction-training>

10. References

A City for All Londoners (October 2016)

Barnet Local Plan – Core Strategy DPD (September 2012)

Barnet Local Plan – Development Management Policies DPD (September 2012)

Barnet Local Plan – Sustainable Design and Construction SPD (October 2016)

Barnet Surface Water Management Plan

Golders Green Town Centre Conservation Area Character Appraisal and Management Proposals (2011)

Hampstead Garden Suburb Conservation Area – Character Appraisal

Mayor's Transport Strategy (April 2010)

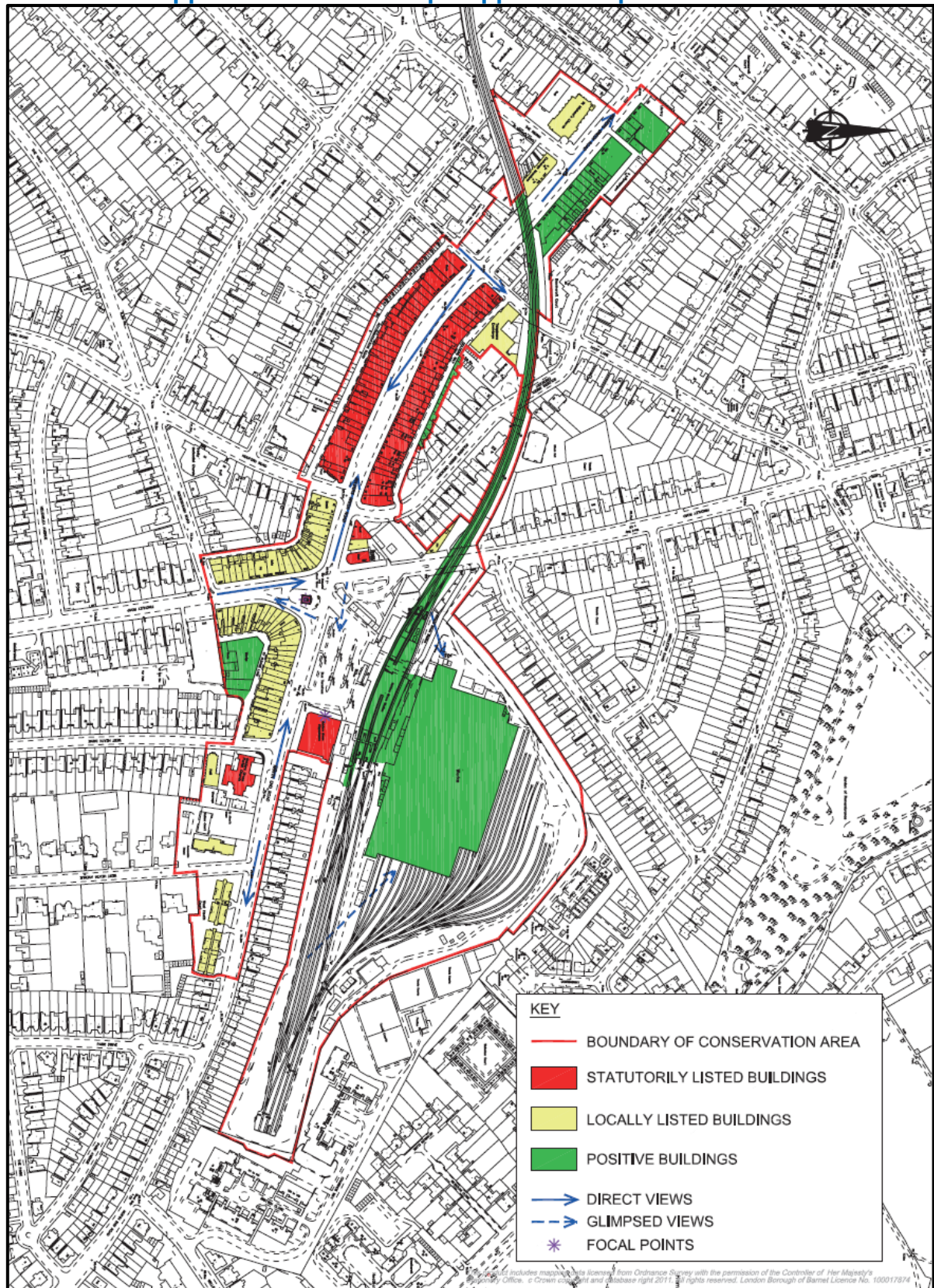
National Planning Policy Framework (March 2012)

The London Plan (March 2016)

TfL Interchange Best Practice Guidelines

11. Appendices

11.1 Appendix A – Townscape Appraisal Map



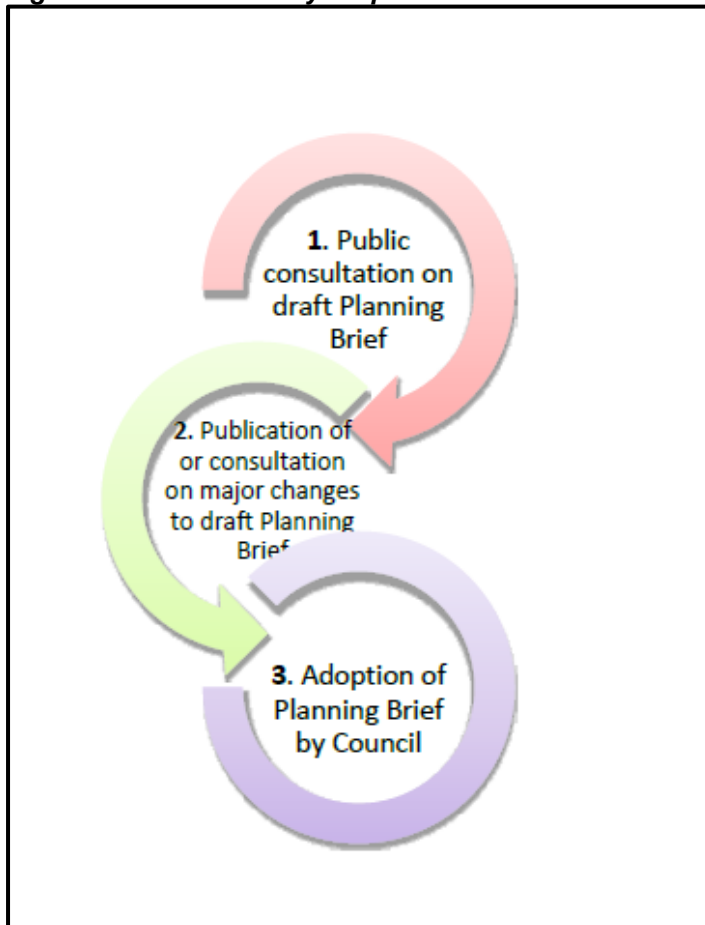
	Planning Issue/Theme
	<i>Transport</i>
National (NPPF)	Paragraphs 29-32, 34-36, 40-41 and 56-66
Regional (London Plan)	Policies 2.8, 6.1, 6.2, 6.4, 6.7, 6.8, 6.9, 6.10, 6.11, 6.12
Barnet Local Plan	CS9, DM17
	<i>Town Centres</i>
National (NPPF)	Paragraphs 23, 56 – 66
Regional (London Plan)	Policies 2.15, 4.1, 4.2, 4.3, 4.5, 4.7, 4.8, 4.9, 4.12, 5.10, 5.11
Barnet Local Plan	CS6, DM01, DM02, DM03
	<i>Heritage and Conservation</i>
National (NPPF)	Paragraphs 56 – 66, 127-141
Regional (London Plan)	Policies 4.6, 7.4, 7.5, 7.8, 7.20
Barnet Local Plan	CS1, CS5, DM01, DM01, DM05, DM06
	<i>Residential Development</i>
National (NPPF)	Paragraphs 49, 50, 52, 56 – 66,
Regional (London Plan)	Policies 3.3, 3.5, 3.6, 3.8, 3.9, 3.10, 3.11, 3.12, 3.13, 7.15
Barnet Local Plan	Policies CSNPPF, CS1, CS3, CS4, CS5, CS6, DM05, Residential Design Guidance SPD, Sustainable Design and Construction SPD
	<i>Environmental</i>
National (NPPF)	Paragraphs 93 – 97, 99, 100
Regional (London Plan)	Policies 5.1-5.16, 5.18, 5.21, 7.15
Barnet Local Plan	Policies CSNPPF, CS1, CSCS11, CS12, CS13

11.3

Appendix C – Community Engagement

- 11.3.1** Whilst Planning Briefs do not have a consultation requirement in the Council's Statement of Community Involvement they will be treated for consultation purposes as equivalent to a Supplementary Planning Document (SPD). The statutory requirements for preparing SPDs are laid out in the Town and Country Planning (Local Planning) (England) Regulations 2012, the key points of which are set out in *Figure 21* below. Like an SPD, Planning Briefs are not subject to independent examination, but do require Council agreement before adoption.

Figure 21: SPD Statutory Requirements

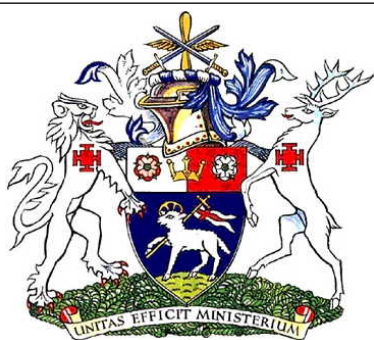


- 11.3.2** Public Participation – Before the Council adopts a SPD it must prepare a statement setting out: the persons that were consulted when preparing the SPD; a summary of the main issues raised by those persons; and how those issues have been addressed in the SPD. Copies of this statement and the SPD itself must be made available in accordance with Regulation 35 and at least four weeks must be allowed for representations to be made to the Council.

- 11.3.3** When engaging the community on planning documents, we understand the importance of providing feedback to those who have made the effort to respond. There is usually just one stage of public consultation in the production of a Planning Brief. With Golders Green it is anticipated that consultation will last 6 weeks commencing in March 2017. Comments received will be taken into consideration when drafting the final document and documented in a Consultation Statement.
- 11.3.4** A Consultation Report will be produced and published alongside the Planning Brief consultation. This is comprised of a Representation Report; essentially a schedule of submitted comments together with the Council's responses. The other part of the Consultation Report is the Consultation Statement itself. This sets out who was consulted, how they were consulted, a summary of the main comments received and how these have been addressed. The Consultation Statement will be reported to Committee as part of the decision making process of the Planning Brief.
- 11.3.5** During consultation on a Planning Brief, the relevant documents will be made available for inspection on the Planning Policy page of the Council's website and hard copies of the relevant documents will also be made available at Golders Green and Childs Hill Libraries and Garden Suburb Community Library, and in the Council's offices at Planning Reception located at Barnet House, Whetstone, N20 0EJ. A public notice will also be advertised in the local press to publicise the consultation.
- 11.3.6** We will consult as widely as resources will allow using Barnet's Local Plan Consultation Database and use email as a primary communication method. There will be engagement with local groups in Golders Green including the Golders Green Residents Association, Hampstead Garden Suburb including the Hampstead Garden Suburb Residents Association and Hampstead Garden Suburb Trust.
- 11.3.7** Briefings on the draft Planning Brief will also be provided for local Councillors of Golders Green, Childs Hill and Garden Suburb Wards.
- 11.3.8** All groups and individuals who have made comments during the consultation will be notified of further stages of production of the Planning Brief and will be informed of its formal adoption at the end of the process.

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AGENDA ITEM 9



Policy and Resources Committee

23 February 2017

Title	Implementation of IT Strategy: Full business case for implementation of Microsoft Smarter Working tools and a pilot of Electronic Document Management technology
Report of	Director of Resources
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Full Business Case
Officer Contact Details	Jenny Obee, Head of IT and Information Management. Jenny.Obee@barnet.gov.uk ; 020 8359 4859

Summary

The Council is committed to providing its staff and service users with a flexible, collaborative working environment in line with modern working practices.

Collaboration is a central theme that runs right through the council's Corporate Plan. Collaboration between Officers, Members and Partners is a foundation stone to spearhead collaboration across the public sector and help us to achieve our ambitious aims for service improvement and cost saving. One key aspect of the council's Corporate Plan is to create new office accommodation in Colindale, which will create cost savings and support the council's commitment to the regeneration of the borough, and in particular the Colindale area. The council has already committed to "invest in new IT to enable staff to work more flexibly across a range of locations; allowing them to be closer to the residents they work

with”.¹

It is important to enable staff, Members and partners to access information when and where they need it (rather than being restricted to office locations), as well as recognising that they need to collaborate effectively (while not restricting this collaboration to physical proximity). Consequently, the provision of document sharing, instant messaging, video and phone conferencing is critical for supporting the need of our users to work together without restriction. Furthermore, information is a key asset for the Council, and the effective management and use of it is important for supporting Council decision making and providing information and data for use by our customers and partners.

The business case attached at appendix A discusses the options, recommendations and costs to undertake a pilot exercise for an Electronic Document Management (EDM) system. The EDM pilot will enable the Council to not only manage the risk of the proposed technical solution, it will also identify any perceived deficiencies before substantial costs and resources are committed.

The business case also recommends the implementation of Microsoft Smarter Working tools which provide standard collaboration and communication functions. In conjunction with Office 365 this provides the following capabilities: new Microsoft (MS) Office suite from any device (including Word, Excel, Outlook and PowerPoint); share screens and information interactively during meetings; softphones & multi-user video-conferencing; simultaneous document editing; presence information and instant messenger

Finally, the business case recommends a ‘Choose your Own Device’ approach for accessing the network for Members and staff, along with the purchase of IT peripherals such as laptop bags to facilitate flexible working.

Recommendations

- 1. That the Committee approves the implementation of Microsoft Smarter Working technology at a capital cost of £1,373,725 and yearly revenue costs of £423,282. This is a maximum cost that may reduce following the technical assurance of the proposal.**
- 2. That the Committee approves the implementation of a pilot of an Electronic Document Management System at a capital cost of £250,000. This is a maximum cost that may reduce following the technical assurance of the proposal.**
- 3. That the Committee approves the investigation and implementation of a ‘Choose your Own Device’ approach to accessing the network at an initial capital cost of £50,000, along with the purchase of IT Peripherals at an initial capital cost of £90,000.**

¹ London Borough of Barnet, Corporate Plan 2015-2020, p.9 <https://barnet.gov.uk/citizen-home/search.html?keywords=corporate+plan>

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|---|
| 4. That the Committee approves commissioning CSG, as part of their managed service provision to the Council, to investigate and undertake any required strengthening work on the Council IT network to ensure fast and efficient access to Smarter Working and EDM tools. |
| 5. That the Committee notes the intention to commission Leidos, the council's contracted IT technical assurance partner, to scrutinise the technical proposals before funding is released or contracts are signed. |
| 6. That the Committee delegates authority to the Director of Resources to enter into contracts and take all other necessary actions to implement the recommendations of this report |

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council is committed to providing its staff and service users with a flexible, collaborative working environment in line with modern working practices. Collaboration is a central theme that runs right through the council's Corporate Plan. Collaboration between Officers, Members and Partners is a foundation stone to spearhead collaboration across the public sector and help us to achieve our ambitious aims for service improvement and cost saving. One key aspect of the council's Corporate Plan is to create new office accommodation in Colindale, which will create cost savings and support the council's commitment to the regeneration of the borough, and in particular the Colindale area. The council has already committed to "invest in new IT to enable staff to work more flexibly across a range of locations; allowing them to be closer to the residents they work with".²
- 1.2 The 'Way we Work' Programme has been set up to deliver these commitments and the programme's vision is to: 'Work with our partners in the heart of our communities to serve our residents and support our Members and staff'. It is focused on these key objectives:
- To develop flexible and attractive accommodation that enables staff to work where they are best placed to do their job effectively;
 - To ensure staff and Members have the right tools to work effectively in, and out of, the office;
 - To develop a fully flexible, empowered and agile workforce which is better able to meet the needs of our customers; and
 - To streamline our processes to maximise agile working benefits.
- 1.3 The introduction of modern, fit for purpose technology is a key component of this programme, enabling up to date business practices to be realised to support the more flexible working approaches emphasised by this move.

² London Borough of Barnet, Corporate Plan 2015-2020, p.9 <https://barnet.gov.uk/citizen-home/search.html?keywords=corporate+plan>

- 1.4 It is important to enable staff, Members and partners to access information when and where they need it (rather than being restricted to office locations), as well as recognising that they need to collaborate effectively (while not restricting this collaboration to physical proximity). Consequently, the provision of document sharing, instant messaging, video and phone conferencing is critical for supporting the need of our users to work together without restriction. Furthermore, information is a key asset for the Council, and the effective management and use of it is important for supporting Council decision making and providing information and data for use by our customers and partners.
- 1.5 The business case attached at appendix A discusses the options, recommendations and costs to undertake a pilot exercise for an Electronic Document Management (EDM) system, along with the full implementation of smarter working technology. The EDM pilot will enable the Council to not only manage the risk of the proposed technical solution, it will also identify any perceived deficiencies before substantial costs and resources are committed. Delivery units in document management 'stress' have been identified to participate in the pilot - these are Special Educational Needs (SEN), Governance and Information Management.

2. ELECTRONIC DOCUMENT MANAGEMENT (EDM)

Introduction

- 2.1 An EDM is a system designed to store and organise electronic and digitised information and enables Council services to manage documents throughout their lifecycle automatically, from creation to secure destruction.
- 2.2 An EDM is generally part of a modern day working environment, and reference visits to a number of Councils as well as private sector organisations (including a legal firm and a bank) indicate that it is not a new approach to introduce this technology, more a sensible, modern approach to support flexible working and expected by people entering the job market.
- 2.3 Examples of an EDM include the market leading Microsoft SharePoint along with technology from Objective, HP, ECM and Alfresco.

The As-Is situation

- 2.4 Within the Council at present, documents are stored in multiple locations – different shared drives for different teams within delivery units, within Outlook email accounts, within personal drives and on desktops, including physical documents that are stored with our third party records management storage provider. All of this significantly restricts the effectiveness of collaboration and management of the information staff need to carry out their core business functions and results in the following issues and consequences:
- The need to search across numerous repositories with a lack of effective search technology and naming conventions, leading to wasted time and effort;

- Lack of version control making it difficult to know which the latest version of a document is. This incurs wasted time and effort from a resource perspective including the risk of losing information;
- Lack of audit information on documents. Consequences can arise such as not knowing which documents serve as a business purpose, which documents can and should be disposed of and which documents should be retained due to their enduring value;
- Duplicated versions of the same documents stored in multiple locations, with the consequent increase in storage costs which applies to physical and electronic storage;
- There is no effective search capability on the shared drives making it extremely difficult to search for information.

The proposed To-Be situation

- 2.5 An EDM brings together disparate document repositories in one place, leading to greater efficiency in the collaboration, creation and use of information, reducing the time spent searching for information and reducing duplication and old information, therefore saving storage costs.
- 2.6 The following case studies below describe today's ways of working and the implications incurred on time spent searching for information across numerous repositories, including our off-site storage provider's storage facilities. The case studies also serve to explain the benefits of being able to collaborate and share information virtually without being office based or attaching documents to review or share information via the Council's email system.

Case Study 1: Special Educational Needs: The requirement for an EDM

Currently SEN information is stored in the following locations:

- *Synergy (electronic files and documentation; generated letters from the system)*
- *Paper based files on-site (LBB) – approx. 2,000*
- *Paper based files off-site (Northampton) – approx. 3,000*

The cost of the three methods outlined above is unsustainable and inefficient. The cost of printing for SEN and Inclusion alone is nearly £150,000 per year, coupled with the storage and transportation costs associated with storing and retrieving paper based records. Not only is this incredibly costly, but also provides an extra level of overhead on time for the whole process. Process efficiencies have been put in place to reduce printing as much as possible however there is a strong desire (and need) to move towards a digital storage and distribution model to further increase efficiency and saves costs.

SEN currently have 3 admin posts, largely to cope with the manual processes of printing Panel and Tribunal papers, filing advisers and other reports in paper files and retrieving files from storage.

The inefficiency of the system and the delays caused by retrieval of files from Northampton effectively means that the SEN team are unable to be fully responsive to queries from Stakeholders.

The SEN and Inclusion team have reduced their local storage requirements as far as possible by archiving in Northampton. However, there are still approx. 2,000 files at NLBP as these are current and required frequently. This will not be possible at Colindale. Digital storage is needed before the move takes place.

The benefits of implementing an EDM for SEN are in reducing the emphasis of paper documentation through reverting to electronic storage, leading to efficiencies for customers and staff, and a reduction in printing and paper storage and retrieval costs.

Case Study 2: Governance - Time spent searching for information

As a result of incremental changes to the methodology for saving documents on the Council's network and the use of numerous shared drives, there is currently an incomplete electronic record retained centrally for Governance information. Recently the Governance Service were required to search records for evidence of a policy that affected Members. Locating this information proved problematic and costly due to the lack of clarity about what information is held and in what format. Eventually the recalled information was then used to inform the updated policy. It is estimated that recalling this information took a total of 5 hours of Officers time. The average hourly rate for a Governance Officer is £36.50 per hour. The Governance service would typically deal with 2 or 3 requests per month with the amount of time spent dependent on how specific the search time is. This is just one team within the council, and will not be a situation limited to this team.

The benefits of implementing an EDM are that information is stored in one place with an effective search engine to search the repository.

Case Study 3: Project and Council Governance - Collaborating in the creation of information.

The Project Manager (PM) for the EDM project stores electronic project documentation on the Information Management Team shared drive. The Solutions Architect project team member does not have access to the project shared drive because he works for CSG. This means the PM has to email all attachments for editing and feedback using email to the Solutions Architect rather than via a link leading to increased email storage and inefficiency, as an issue occurred where the Solutions Architect was working with an old version of a Technical Requirements document instead of a later version that had been updated.

The benefits of implementing an EDM are that council staff and partners can access the same documents, leading to effective version control and storage.

Another example is the processes involved with collating committee papers. This is largely a manual process at present. Committee papers for clearance are emailed by the author of the paper multiple times to different clearance parties across the council and its partners. Different copies are sent back leading to manual corrections by the paper author. Documents are then emailed to the committee organiser to collate for the committee meeting. The process also involves the meeting organiser physically visiting paper authors with a checklist to ensure the information is being prepared on time.

The benefits of implementing an EDM is that in an EDM environment the document author would send a link of the paper to each clearance party. Each person responsible for submitting a committee paper/document for approval would simply upload it into the Committee folder on the EDM as opposed to the heavy email process today. This would reduce the time involved to collate the information, avoids duplication of effort, and ensures there is only one version of the truth and that all the information for the meeting is stored in one central repository.

Benefits

- 2.7 The main benefits of implementing an EDM is the reduction in time spent searching for information, and the reduction in storage costs.
- 2.8 According to a McKinsey report, “staff spend 1.8 hours every day (9.3 hours per week on average) searching and gathering information”³. Given the size of the Council, this suggests a substantial waste of effort which could be spent otherwise better supporting our residents and businesses.
- 2.9 In addition, duplicated and redundant information existing on shared and personal drives takes up an increasing amount of server space and significantly increases the search time to find information. The amount of storage held in the Council shared drives is currently 21 Terabytes. Information shared by a Council of similar size to Barnet suggests that removing duplicated and redundant data could result in potential annual cost savings of c.£150k. Reducing the use of paper could result in potential annual cost savings of c.£70k.
- 2.10 Other key benefits for implementing an EDM technology which also support the full business case for the office move to Colindale, and in particular the reduction in overall office space, include:
- Provide a collaboration platform to support the easier sharing of documents across the organisation and its partners.

³ . <http://utrconf.com/top-3-reasons-why-we-spend-so-much-time-searching-for-information/>

- Support office-based and remote access to information and knowledge from their desktops or mobile device which will be seamless to the user.
- Support automated workflows to ensure streamlined transactions and efficient service delivery.
- Deliver the scalability needed to support the Council's 2000 employees when we move to Colindale.
- Provide the flexibility to integrate with new enabling technologies and existing business systems over time.
- Utilise space more effectively rather than using it for physical documents.
- Reduction in consumables including reducing printers, copiers, copier paper, printer, stationary and toner.
- Physical security of information is improved as there is less of a requirement to print confidential documents as they will be securely stored in the EDM and will be centrally available to authorised individuals. This will make documents securely available remotely and reduce the need for paper documents to be transported where they could be at risk of loss or unauthorised access.
- Enabling the Council to become a "paper-light" organisation - high retrievers of paper records stored off site will deliver a more reliable, efficient service based on reliable records and evidence-based decision-making and scanning physical records at the point of retrieval into EDMS. Enquiries from the public will take less time and be resolved in fewer contact sessions.
- Electronic documents will be automatically managed throughout their entire lifecycle. This means from the point of creation, to draft, to publishing and finally archived in accordance with LBB Information Retention Schedule or deleted.

Implementation approach

- 2.11 In a time of stretched public finances, it is recognised that committing capital investment and ongoing revenue into a system such as EDM can be difficult. However, by not implementing an EDM we will continue with the inefficiencies already in place and we will not support our aims to be a modern employer, supporting modern working practices and realising the benefits of moving to Colindale.
- 2.12 The saving in efficiency (staff time) and storage are real, and this business case supports the wider cost savings established in the main Colindale business case. However, recognising stretched council finances, the business case for EDM focuses on an initial pilot of the technology over a four month period in three areas of the Council: Special Educational Needs; Governance and Information Management. Taking an agile approach, engaging in a pilot of up to c.100 users will allow the council to consider the business benefits and opportunities of this technology before committing to a full roll-out. It also allows time to consider the right technology offering and to consider the correct procurement approach. The procurement for the pilot is timetabled to commence in May 2017 and the pilot itself will last for a four month period.

- 2.13 The Council has created a comprehensive set of requirements for EDM and the pilot and has highlighted a number of systems in which it is interested. Should Members approve the business case to implement a pilot EDM then CSG will be approached in the first instance to put together a pilot proposal. Should that approach prove unsuccessful, then the council will procure a system through a Government procurement framework.
- 2.14 The proposed timescales for the pilot are as follows:

Milestone	Date
Full Business Case to P&R	23/02/17
Select supplier	31/05/17
Development and start of pilot	31/07/17
Pilot concludes	30/11/17
Pilot assessed	31/12/17

Costs

- 2.15 The costs set out in the business case are for the implementation of a pilot for up to 100 users. As these are pre-procurement and so at a high-level, they do have contingency built around them. Should Members approve the business case, the EDM project will commence the procurement phase and full costs will be established.
- 2.16 The cost to undertake an EDMS pilot for up to c100 users over a period of 4 months will not exceed £250,000 and includes:

EDM Pilot Implementation Costs	Cost
Labour (Installation, development, training, testing, project mgt, support.)	£157,000
Software Licenses	£33,000
Hosting	£60,000
Total Pilot Implementation Costs	£250,000

- 2.17 There are low cost EDM products on the market which are free to use (such as Drop Box), but these services are designed largely for personal use rather than corporate use. Furthermore, there are concerns about the security and resilience offered by these free services. In addition, a product such as Microsoft SharePoint, while offered as part of the Microsoft licensing we will have in place through the Smarter Working technology tools, requires configuration to make it fit for purpose. Out of the box and un-configured, it is a system which looks very different to how our staff operate at present in their shared drives set-ups and would be un-controlled and un-managed. Even though SharePoint may therefore be seen as a “free” product, there is a great

deal of configuration (and therefore cost) needed to make sure it is a system that successfully supports the needs of an organisation.

Members

- 2.18 It is not planned to include Members within the pilot groups for EDM; however, in tandem with the pilot and benefits realisation exercise, discussions will be held with the Members about their requirements and whether a move to EDM is appropriate for them, and the timescales for doing so that would best fit their needs.

3. SMARTER WORKING TECHNOLOGY

Introduction

- 3.1 The vision for Barnet is that by 2020 services will be commissioned jointly for the borough by pooling resources and expertise from across the council, NHS, Job centre, police, education providers and other partners from the public, private and voluntary sectors to create truly integrated services. For residents this will mean more intuitive services and for the Council and its partners, saving money and reducing bureaucracy. Smarter Working Technology provides standard collaboration and communication functions. In conjunction with Office 365 this provides the following capabilities:
- New Microsoft (MS) Office suite from any device (including Word, Excel, Outlook and PowerPoint).
 - Share screens and information interactively during meetings.
 - Softphones & multi-user Videoconferencing.
 - Simultaneous document editing.
 - Presence Information.
 - Instant Messenger.

The As-Is Situation

- 3.2 At present staff employed directly by the Council and its partners do not have access to the full range of contact details, calendars and other corporate information required for efficient communication and collaboration. Presence information is fragmented and staff cannot easily arrange meetings, make calls, send instant messages, or conveniently find out where staff are and how best to contact them.

The Proposed To-Be Situation

- 3.3 Smarter working technology will allow users to communicate effectively via a wide range of tools and not only make phone calls from various devices such as laptops and personal mobile phones but also to share live content, multi user video conferencing, instant messaging and an ability to see live user presence such as their availability, including the ability to share screens for presentations, documents etc. Smarter working technology provides tools which allow staff to do the following:

- Edit a document simultaneously.
- Share text and resources such as images without resorting to email.
- Chat via audio or instant messaging.
- Phone and video conferencing.
- Standard business telephone functions (e.g. transfers, hunt groups) without needed to be logged onto a physical phone.
- Share their screens.
- Draw notations on documents.
- See whether other staff are currently working or are away or logged off (presence information).
- All of the above through online service on any device.

Case Study 1: Efficiency in collaboration from a Local Authority

An officer from a London Borough has stated that “I often collaborate in project clusters with people from different teams around the Council. Rather than always arranging formal meetings as a group, we adapt the way we work to suit the needs of the project. This might mean having a video conference call through Skype or meeting in a break-out space. It’s so much quicker than having to book a room, send an appointment and hold the meeting.”

Benefits

- 3.4 The benefits of implementing Smarter Working technology using a combination of Microsoft technologies are to:
- Enable The Way We Work objectives to be met by ensuring that staff are able to work effectively from different locations and from any device, and not just from a single, central office on a corporately provided computer. This is a key enabler of staff working more flexibly and having less need to come to the office which will in turn ensure we can work from the reduced office space in Colindale
 - Improve collaboration meaning multiple users can contribute to a document while voice chatting and/or communicating by instant messaging;
 - Work remotely, yet securely. The solution will be a PSN compliant Office 365 cloud based email service, configured according to the latest Government Digital Service (GDS) secure email guidelines, which provides GCSX email replacement. This will result in a removal of the need for separate GCSX mailboxes enabling LBB users to have a seamless user experience when communicating securely with partners.

Implementation Approach

- 3.5 It is proposed to commission CSG, through schedule 15 of the CSG contract, to implement and support the Smarter Working tools. CSG has taken on board Council feedback on their previous implementation of IT projects in a manner that was focussed too heavily on the technical aspects of the project and not enough on the effective management of the project into council

delivery units. On this basis, the proposal for this project will be to wrap around the technical implementation with project and change management capacity from the resource pool in the Corporate Programmes team.

- 3.6 From a project management perspective this will deliver a more effective project by ensuring robust project governance is in place and documentation is in place in line with the Council's Project Management Toolkit.
- 3.7 The current high-level implementation timescale is as follows:

Milestone	Date
Full Business Case to P&R	23/02/17
Model office / pilot	May-June 17
Roll-out	July 17 – March 18

Costs: Smarter Working Technology

O365/Skype Implementation Costs	Cost
Labour (Installation, dev., training, testing, project mgt.)	£1,103,206
Software, hardware, VPN (Sonos, Bitglass, conference hardware)	£167,393
Headsets (if required)	£103,126
Total Implementation Costs	£1,373,725

O365/Skype Ongoing Costs	Cost	Per User
Ongoing costs (licenses, hosting)	£423,282	£154

Members

- 3.8 The implementation of smarter working technology for Members has been discussed at the Members' IT Working Group who felt that cloud hosted Office 365 could be useful for Members. Should Members approve this business case, further discussions will be held with them about ensuring this product set meets requirements and about including this key group of users early on in the implementation cycle. It is also felt that there could be strong use cases for Members with the use of phone and video conferencing, and the other smarter working tools, and so discussions on the implementation of these will be taken in tandem with Office 365 conversations.

4. 'CHOOSE YOUR OWN DEVICE' APPROACH

- 4.1 In order to support the implementation of Smarter Working and EDM technology, it is recognised that how Members and staff access the Council's network needs to adapt to support our ambitions to enable more flexible, mobile working. Consequently, the Council would like to explore the

implementation of a 'Choose Your Own Device' (CYOD) approach in tandem with Smarter Working and EDM technology to enable greater access choice for our users. This will involve the enabling of network and system access from personal devices (through Citrix, VPN and direct cloud access) along with considering offering a greater choice of corporate smart devices to staff (in addition to the current corporate BlackBerry offering – so involving the choice of Windows, Android and / or Apple technology).

- 4.2 This is a changed approach, but is in keeping with the Council's stated ambition within its IT⁴ strategy to implement a proportionate risk approach to technology and information security. Consequently, the risk of this approach will be carefully considered to assess which levels of Council system and information can be accessed from non-corporate devices.
- 4.3 Should Members approve exploring this approach, detailed design discussions will be held with CSG IT and Information Security teams about the implementation approach and security approvals required. It is proposed that a CYOD approach could be in place by the end of Q2 2017-18, although further detailed design work will provide a fuller implementation approach. An initial capital budget of £50k has been proposed for this work.

Members

- 4.4 Having listened to the views of Members at meetings of the Members' IT Working Group, it is clear that enabling a more flexible approach for Members accessing the network would be very useful. It is therefore envisaged that Members would be the first group to benefit from this approach.
- 4.5 This approach would require changes in corporate policy, including the council's Acceptable Use, Information Security and other associated Information Management policies. As these policies are relevant to Members, these changed policies will be presented to General Functions Committee for consideration and approval.

5. PERIPHERALS

- 5.1 In order to assist council staff in working more flexibly using these smarter working tools, it is envisaged that users can, where required, choose to be provided with items such as keyboard and mice for remote working, laptop bags, laptop stands, additional laptop power cables and other supportive peripherals. 4G connectivity for mobile workers will also be considered. An initial budget of £90k is proposed for this equipment.

⁴ Policy and Resources Committee, 5 October 2016, ICT Strategy
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8730&Ver=4>

6. SECURITY AND NETWORK CONSIDERATIONS

Security

- 6.1 Ensuring appropriate access and security to information and records will be a key part of each of the projects. Whilst the council already has policies and processes that manage access to and security of information, these will need to be amended for our new working environment. The Information Management Team and Information Security Manager will remain key stakeholders and supporting partners within the projects.
- 6.2 To deliver assurance, a full Information Management Impact Assessment (IMIA) will be completed and reviewed and amended as necessary throughout the project. An IMIA looks at the project's aims and objectives, the workflows of information and the processes to manage the information. It considers the access, sharing, security and privacy rights relating to the project and identifies whether a Privacy Impact Assessment (PIA) is required. Completing an IMIA allows the council to identify potential issues and apply good practice, allowing the project to make the best use of information and achieve objectives, whilst ensuring appropriate risk management and compliance with legislation.
- 6.3 Security considerations will be a key aspect of the implementation of this technology. As the council's current shared drive environment is difficult to manage, moving to EDM aims to improve security and access controls. Processes for managing access and security will be considered either through the EDM and Smarter Working tools themselves, or through complementary software, such as that designed specifically for managing user access to documents. Bitglass software has been specified as a cloud access security broker and proxy, and this solution will be ratified by the Government Digital Service (GDS) as part of detailed design. This gives additional security wrapper over the generic Microsoft Cloud security, in order to meet GDS Cloud Security principles.
- 6.4 Security will also be key to the Choose your Own (CYOD) arm of the project, as managing access through non-corporate devices brings with it specific risks in relation to security in a wider sense, including virus protection, ransom-ware, and hacking and data leakage. The use of an IMIA will help identify some of these risks, for recommendations to be made in how to manage them. Risk assessments and technical tools, such as penetration tests, will also be used to identify risks and allow the council to choose its risk tolerance in various areas, such as CYOD in the future. The interplay of rights and responsibilities between the organisation and the individual when considering officers using their own equipment as part of CYOD is another example of risk work to be considered as part of the project.

Network capacity

- 6.5 It is recognised that implementing the new technology set out in this paper will place strain on the capacity of the network to support the increased amount and size of traffic placed within it. Not addressing this at a technical level will result in slow system speeds being experienced by users, as well as a lag in accessing information.

- 6.6 In order to ensure fast and effective access from the new flexible working tools, if Members approve this proposal, then CSG IT, as part of the managed service provision under the CSG contract, will be commissioned to undertake any required strengthening work on the network. The costs of this work are to be established.
- 6.7 Meeting our security requirements and addressing any capacity issues on the network will ensure that we have robust Smarter Working tools and an EDM that are quick and reliable to access and use, and that can be accessed from both corporately provided laptops, tablets and smartphones as well as users own devices.
- Technical assurance**
- 6.8 Both the Smarter Working and EDM pilot proposal that will be received by the Council from CSG will be passed through the Council's Technical Assurance Partner, Leidos, for assurance. This will consider factors including network capacity, delivery approach and value for money.

7. TRAINING AND SUPPORT

- 7.1 In order to ensure successful implementation and ongoing use of the EDM pilot, smarter working technology and CYOD, training and support will be provided to staff. Smarter working is a huge cultural change to staff, Members and partners, and the introduction of new technology for some can often be a very daunting experience which will need to be dealt with sensitively and tailored in accordance to people's different levels of learning abilities and how they adapt to change. Training will initially be designed to enable staff to use the new technology, and following this will be tailored and refreshed according to requirements after a period of use.
- 7.2 Support across all projects will include a Records Management and IT helpdesk, as well as regular 'drop in sessions' for staff. Super users in business areas will also be set up and provided with specific training to ensure that each business area has a contact that is familiar with the new technologies and how these can benefit their business processes.
- 7.3 Various methods of communications will be used both in the run up to the implementation and to embed the new technologies into the Council. This will include poster campaigns, videos, and a model office. We also plan to make use of the new Smarter Working tools to get messages to staff, for example using instant messenger to advertise training and support, or using Skype for Business for delivering training to homeworkers.
- 7.4 In addition to the introduction of new policies, guidance documents, and videos surrounding how to effectively use the new working environment, materials to assist in the measurement of benefits will also be created. This will include surveys which will be undertaken by staff before, during and after implementation.

- 7.5 Multiple training formats will be explored to ensure the needs of our various user types are met appropriately. This will include formal classroom training, drop in sessions, one to one training, webinars, and remote assistance.

8. REASONS FOR RECOMMENDATIONS

- 8.1 The recommended option to proceed with a pilot of EDM technology and full implementation of smarter working technology recommends the most value for money option and one which considers the most benefits.

9. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 9.1 Consideration was given to proceeding with full implementation of EDM technology; however, this was discounted as running a pilot of EDM at lower cost to prove the business benefits of investing in this technology was felt to be preferable. Consideration was also given to implementing, at both pilot and full implementation level, an EDM product fully integrated with line of business systems (in the way that the Wisdom system had been integrated with the Swift Adult Social Care and LCS Children Social Care systems). This was discounted due to cost and time and the fact that it would be difficult to prove the benefits of taking this approach. This would also be contrary to recent strategic drivers to keep records and cases together rather than in separate systems (such as the recent approach to remove the integration to Wisdom from the LCS social care system).
- 9.2 The recommended approach for the implementation of smarter working technology is to implement a fully integrated Microsoft approach, including soft phone technology through Skype for Business. The option to implement Microsoft UC and O365 with soft phone technology provided through the Cisco Jabber alternative was also considered. While this was comparable on cost, it was ultimately discounted due to full integration being an easier to use option for staff.

10. POST DECISION IMPLEMENTATION

- 10.1 Should the business case be approved by Members, the Smarter Working technology proposal from CSG will be technically assured by the Council's third party assurance partner, Leidos. On the proviso that the proposal passes technical assurance, the implementation of Smarter Working tools, preceded with a pilot, will commence.
- 10.2 Should Members approve the business case to implement a pilot EDM then CSG will be approached, in the first instance, to put together a pilot proposal, setting out how recommended technology meets the requirements of the council. Should this approach prove unsuccessful the Council will initiate a

separate procurement activity through Government procurement frameworks. The proposal through either route will be technically assured by Leidos.

11. IMPLICATIONS OF DECISION

11.1 Corporate Priorities and Performance

11.2 A key aspect of the Council's Corporate Plan is to create new office accommodation in Colindale, which will create cost savings and support the Council's commitment to the regeneration of the borough, and in particular the Colindale area. The Corporate Plan 2015-2020 includes the commitment to "invest in new IT to enable staff to work more flexibly across a range of locations; allowing them to be closed to the residents they work with"⁵.

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

11.4 A capital budget of £9.1m has been allocated for the implementation of the ICT Strategy. The authority to spend significant sums of this budget must be bid for through approval of individual business cases by Policy and Resources Committee – this business case is the first such for approval.

11.5 This proposal recommends allocating £1,373,725 from the capital IT strategy budget to implement Smarter Working technology, along with £250k for an EDM pilot, £50k for Choose your Own Device and £90k for IT peripherals. The capital budget requirements for any additional network capacity work are to be established.

11.6 There is an on-going revenue requirement of £423,282 per year for the Smarter Working tools. Funding for this has been allocated from the Council's budget, and we will be seeking partner contributions towards their use of these tools.

11.7 Social Value

11.8 N/A

11.9 Legal and Constitutional References

11.10 No specific legal issues have been identified.

11.11 The Council's Constitution (Responsibility for Functions, Annex A) states that the Policy and Resources Committee has the following responsibility:

(1) "To be responsible for the overall strategic direction of the Council including the following specific functions/activities:

...

- Information Technology provision"

11.12 Risk Management

The main risks associated with procuring an EDMS solution are summarised

⁵ London Borough of Barnet, Accommodation Office Options Review – Final Business Case
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MID=8881>

in the table below:

Ref No	Description	Cause, Event & Consequence	Mitigation	Risk Score (up to 20)
1	Insufficient storage capacity affects performance	Cause: Insufficient storage capacity available for corporate roll out level. Event: The system may reach capacity as more service areas use EDMS. Consequence(s): Performance is affected.	Liaise with Technical Infrastructure team to review capacity and monitor storage availability as project progresses.	15
2	Unrealistic timescales	Cause: Pressure on timescales for full roll out Event: Timescales are unrealistic Consequence(s): EDMS is not implemented in the planned timescales and benefits are delayed	Customer site reference visits raised concerns regarding timescales for full roll out of EDM prior to the move to Colindale	16
3	Shared Drive - Analytics Crawl	Cause: Cannot scope the size of the problem re ROT and Duplicates Event: Impact on timescales re migration of shared drives to EDMS including moving unnecessary information across that is not required. Consequence(s): Replicating the problem we currently have with the shared drives.	Data crawl arranged	15
4	Poor clean-up of shared drives prior to migration	Cause: Insufficient resources Event: Clean-up of shared drives prior to migration not done well Consequence(s): Poor quality information migrated	Nominated team representatives will need to be identified following requirements workshops to ensure shared drives are cleansed in accordance with agreed timescales. Progress will be monitored by the project team. Slippage will be recorded and escalated to team managers where necessary	12

Ref No	Description	Cause, Event & Consequence	Mitigation	Risk Score (up to 20)
5	Lack of skilled staff to do the technical EDM work	Cause: Lack of money and availability of skilled staff Event: Lack of skilled staff to do the technical EDM work Consequence(s): Technical work not done, or delayed, and costs more	Could be forced to use vendor consultants if resource is not identified at project start. Provisions for an agreed amount of consultancy days should be built in to the overall budget	12
6	Insufficient budget	Cause: The project has a set budget to work with. Event: The scope increases in an uncontrolled manner Consequence(s): Budget may not be sufficient to deliver all objectives.	Close monitoring of budget and highlight to programme board any concerns. Scope will need to be locked down pre contract signature stage	12
7	Insufficient communications	Cause: Lack of availability or priority Event: Insufficient communications coming out from Change Manager Consequence(s): People not sufficiently aware of the changes and resist changing	Monitor delivery against communications plan	12

The main risks associated with implementing Smarter Working technology are summarised in the table below:

Ref No	Description	Cause, Event & Consequence	Mitigation	Risk Score (up to 20)
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Ref No	Description	Cause, Event & Consequence	Mitigation	Risk Score (up to 20)
1	Apps Compatibility	<p>Cause: Upgrading the current Office 2010 to Office 365</p> <p>Event: There is a risk that some applications may not be compatible with Office 365</p> <p>Consequence(s): Such applications may not work, or may only work with reduced functionality</p>	Application compatibility testing, during the project due diligence phase to identify incompatible applications.	15
2	Network capacity and performance	<p>Cause: Network demands arising out of Office 365 deployment</p> <p>Event: Higher demands than anticipated on the LAN and WAN.</p> <p>Consequence(s): Capacity of the LBB Local Area Network (LAN) and Wide Area Network (WAN) will not be sufficient to support the upgrade to Office 365 and roll out of Unified Communications.</p>	Complimentary work will take place to establish network capacity and performance issues and implement remedial measures where required.	15

Ref No	Description	Cause, Event & Consequence	Mitigation	Risk Score (up to 20)
3	Data Throughput	<p>Cause: Migration of mailboxes from on premise to Exchange Online</p> <p>Event: Microsoft throttle the bandwidth of network ingress (inbound) to the O365 platform</p> <p>Consequence(s): Mailbox migration rate is slower than anticipated, so the project timescale is extended.</p>	<p>CSG will liaise with Microsoft to mitigate throttling of bandwidth to maintain the required data throughput.</p> <p>During the migration planning, due consideration will be given by CSG to derive an achievable data migration rate, so that project delivery times are not impacted.</p>	3
4	CSG will implement a clear communications plan detailing all the responsibilities of LBB users	<p>Cause: A number of activities must be carried out by user, as pre-requisites for migration to O365</p> <p>Event: There is a risk that the required housekeeping activities are not carried out in time by the users</p> <p>Consequence(s): The migration to O365 timescales will slip, due to an unanticipated backlog of users to be migrated</p>	<p>CSG will work with LBB to ensure that all users are aware of their actions, and that these are completed at the earliest opportunity so as not to jeopardise the success of the project.</p>	3

11.13 Equalities and Diversity

11.14 No direct adverse impact is anticipated on service users. The EDM and smarter working technology projects affect internal working practices to improve the management of information at Barnet and provide users with tools that encourage collaboration and information sharing. There is a positive impact of these projects. Disabled or staff with health conditions will be able to work more flexibly and not have to attend offices for meetings. There are also

potential benefits for parents and carers who may be able to work more flexibly at home or other locations.

11.15 An assessment has been carried out on any staff impact of these and we anticipate there will be no impact for the reasons listed below because:

- All staff who will be affected by EDM and smarter working technology are already working in digitally included ways and selection criteria will be included for new recruits.
- All staff and new recruits will receive training in implementing the EDM and smarter working technology and any particular individual needs will be identified and addressed as part of that programme.
- We will be working with any staff and new recruits who have a disability which requires an adjustment with regard to new technology. Some of these will already be known to managers and some may only become apparent as the new technology is deployed. Any further adjustment required as a result of EDM and smarter working technology will be accommodated through the management of change process and is dependent on the wider the Way We Work Programme.

11.16 The equality impact assessment will be kept under review as the project develops.

11.17 **Consultation and Engagement**

11.18 N/A

12. Insight

12.1 N/A

13. BACKGROUND PAPERS

13.1 [Assets, Regeneration and Growth Committee, 11 July 2016, Accommodation Office Options Review - Final Business Case](#)

13.2 [Policy and Resources Committee, 5 October 2016, ICT Strategy](#)

The Way We Work Programme – Full Business Case for an Initial Pilot of an Electronic Document Management Solution and Full Implementation of Microsoft Smarter Working Tools

Author:	Jenny Obee, Head of IT and Information Management; Jane Proffitt, EDMS Project Manager
Date:	14 February 2017
Service / Dept:	Commissioning Group, Resources, Information Management

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1 Executive Summary

Background – the move to Colindale

The Council is committed to providing its staff, Members and partners with a flexible, collaborative working environment in line with modern working practices. Collaboration is a central theme that runs right through the council's corporate plan. Collaboration between officers, Members and partners is a foundation stone to lead collaboration across the public sector and help us to achieve our ambitious aims for service improvement and cost saving. One key aspect of the council's Corporate Plan is to create new office accommodation in Colindale, which will create cost savings and support the council's commitment to the regeneration of the borough, and in particular the Colindale area. The council has already committed to "invest in new IT to enable staff to work more flexibly across a range of locations; allowing them to be closer to the residents they work with"¹.

The 'Way We Work' (TW3) Programme has been set up to deliver these commitments with a vision to "work with our partners in the heart of our communities to serve our residents and support our Members and staff". It is focused on these key objectives:

- To develop flexible and attractive accommodation that enables staff to work where they are best placed to do their job effectively;
- To ensure staff and Members have the right tools to work effectively in and out of the office;
- To develop a fully flexible, empowered and agile workforce, that is better able to meet the needs of our customers; and
- To streamline our processes to maximise agile working benefits.

Staff moves into new office accommodation at Colindale are planned for the end of 2018 and all aspects of the TW3 programme are to be delivered by then. This includes a number of fundamental technical enablers that will need to be implemented prior to the move to ensure that staff and Members are able to work effectively from different locations, in line with the Council's Locality Strategy².

Background – the requirement for new technology

This business case discusses the options, recommendations and costs to conduct an Electronic Document Management System (EDMS) pilot exercise. Should the pilot be successful we will request additional funding from the Policy & Resources Committee for full implementation of an EDMS solution. The business case also asks for funding to procure and implement Smarter Working solutions (Office 365 and Unified Communications), in support of the aims listed above.

¹ London Borough of Barnet, Corporate Plan 2015-2020, p9

² London Borough of Barnet, Locality Strategy

<http://barnet.moderngov.co.uk/documents/s33204/ARG%20committee%20report%20-%20Locality%20Strategy.pdf>

The EDMS pilot will enable the Council to not only manage the risk of the proposed technical solution, it will also identify any perceived deficiencies before substantial costs and resources are committed. Teams in document management 'stress' have been identified to participate in the pilot - these are Special Educational Needs (SEN), Governance and Information Management.

Together EDMS and Smarter Working tools will enable staff, Members and partners to work in a more agile environment and at the same time have a secure technical platform to access the information they need to carry out their daily tasks. A choice from a range of products such as Skype for Business, Instant Messenger, video conferencing, and smart phones will enable effective and efficient communication. A summary of each element of the programme is provided within the main content of this business case.

The Council's IT business partner, CSG, will have the opportunity to implement the technical solutions proposed in this business case using Schedule 15 of the CSG contract. This is appropriate as these solutions need to be closely aligned to the Council's overall IT architecture, managed by CSG IT.

To ensure CSG's proposed technical solution, value for money and implementation approach meet the Council's requirements, all proposals and pricing will be fully scrutinised prior to finalising contracts, including the full involvement of the Council's IT Assurance Partner Leidos (full details in section 10 of this document). The Council will closely monitor every aspect of the implementation and milestone payments, with retention incentives being used to ensure payments are linked to successful delivery.

In order to ensure that all users become quickly and fully engaged with the new technologies, a comprehensive process of communication, training and user experience feedback will be deployed before, during and after implementation.

EDMS

An EDMS is a software system for organising, storing and sharing electronic documents. It can also help manage paper documents. An EDMS manages all electronic documentation throughout its lifecycle from creation to secure destruction or transfer to another body if legally required.

At the moment documents are stored on shared drives and various repositories and are not effectively managed or shared between teams and partners. The typical types of issues that staff deal with every day are:

- The need to search across numerous repositories;
- Difficulties in searching for information due to lack of standardised naming conventions and structured file plans;
- Difficulties in sharing and working on documents with different teams due to working in different repositories;
- Lack of version control leads to multiple versions and no 'true' record;
- No audit trail of who worked on the document or amendments made;

- Duplicate copies of the same version including multiple drafts;

All of these issues waste time and effort and result in increased storage costs. There are 3 options to address this

1. Do nothing
2. EDMS which replaces the shared drives and integrates with line of business systems and other information stores (e.g. Wisdom)
3. EDMS which replaces the shared drives but does not replace other information stores

To successfully achieve the desired benefits of the TW3 programme, option 3 is recommended as this will provide:

- Full collaboration and information sharing across the Council
- Significantly improved document and information security
- Greater efficiency
- Version control
- Deliverability within the TW3 programme timescales of end of December 2018
- Meets the allocated budget and saves money by not decommissioning other information repositories.

These will all lead to greater efficiency and decreased storage costs.

Smarter Working Tools

Smarter Working tools support collaboration and sharing of Excel, PowerPoint and Word documents across the Council. It encourages more efficient collaboration on documents by multiple users and allows editing in real time; something which is not currently possible. It is seamless for users, more cost effective than using multiple emails for review, and can be used on multiple platforms such as tablets and phones.

Smarter Working Tools - Unified Communications

Smarter Working tools will allow users to communicate effectively via a wide range of tools. They will enable phone calls from various devices, such as laptops and personal mobile phones (without being tied to a desk phone), multi user video conferencing such as Skype for Business and instant messaging, as well as allowing users to share live content like presentations and see user presence and availability.

At present council and partner staff do not have access to the full range of contact details, calendars and other corporate information required for efficient communication and collaboration. Presence information is fragmented and staff cannot easily arrange meetings, make calls, send instant messages, or find out where staff are and how best to contact them. This results in a substantial amount of time lost and makes it challenging to work effectively as a team when individuals are not all in the same location. These issues limit the Council's ability to work in an agile environment and get the best outcome from our Locality Strategy.

There are 3 options to address this

- Do Nothing
- Microsoft Integrated Unified Communications
- Non Microsoft Integrated Unified Communications (with a separate application for telephony)

It is recommended that the full Microsoft Integrated Unified Communications is implemented. To do nothing will not achieve a fully flexible and agile working environment. Costs, for licences in particular, for the Microsoft integration UC tools are too high to justify the benefit of a simpler user experience.

Benefits

Implementing an EDMS and Smarter Working tools will enable the Council to realise benefits and will therefore touch all LBB staff and partners. It will be a cultural change. The elimination of network drives, personal drives and the familiar silos of information will be changing the method of information capture and use that staff are used to. Successful delivery will ensure that LBB's integrity and reputation is safeguarded as compliance to public accessibility legislation increases and will also include:

- The Council becoming an 'agile working' organisation
- Staff and Members are able to work in a more mobile and flexible manner and are less reliant on their offices, but remain connected with their teams and able to access the information they need to carry out their work more efficiently
- Shared drives migrated across to EDMS enable sharing and collaboration of information to be utilised to maximum potential to drive efficient consistent and reliable business processes
- Information is secure and reliable, reduces the risk of duplication and has only one version of the truth.
- Information is easily accessible and less time incurred searching for records – for business decision making, statutory compliance and legal cases
- Partnership and sharing platforms are made accessible through a variety of channels, enabling multiple objectives from the council's corporate plan
- Working in a paper-light environment will reduce cost of paper, reduce physical storage costs and improve ability to access more documents remotely
- Virtual and on-site teams will no longer hoard or rely on storing information on shared or personal drives or emailing unsecured attachments, or saving documents and records in random files on computer hard drives.
- Across the Council there are so many team members working on a variety of projects, the benefit of having an EDMS will enable them to communicate with one another in real time. While communicating over email still serves the Council, it is important to adopt strategies and tools that allow both group communication and one-on-one conversations to function across an entire project, so they can keep track of all the data.

Costs & Implementation Timescales

The estimated costs to implement the recommended EDMS pilot are:

EDM Pilot Implementation Costs	Cost
Labour (Installation, development, training, testing, project mgt, support.)	£157,000
Software Licenses	£33,000
Hosting	£60,000
Total Pilot Implementation Costs	£250,000

EDMS pilot implementation will start in May 2017 and will run for a period of 4 months

EDM Pilot	Date
Business case to P&R	23/02/2017
Select supplier	31/05/2017
Development and pilot	31/07/2017
Pilot concludes	30/11/2017
Assess pilot	31/12/2017

The estimated costs to implement the recommended Smarter Working tools are:

O365/Skype Implementation Costs - Capital	Cost
Labour (Installation, dev., training, testing, project mgt.)	£1,103,206
Software, hardware, VPN (Sonos, Bitglass, conference hardware)	£167,393
Headsets and handsets	£103,126
Total Implementation Costs	£1,373,725

O365/Skype Ongoing Costs - Revenue	Cost	Per User
Ongoing costs (licenses, hosting)	£423,282	£154

Implementation of O365 and UC is anticipated to be complete by the end of March 2018.

Milestone	Date
Full business case to P&R	23/02/2017
Training Design and Development	20/06/2017
Development	30/06/2017
UAT	14/07/2017
Rollout Complete	31/03/2018

2 Introduction

- 2.1 A modern workforce needs modern technology and support to provide a flexible and agile approach to business practice. It is important to enable staff, Members and partners to access information when and where they need it, rather than being restricted to office locations, as well as recognising that staff, Members and partners need to collaborate effectively regardless of physical proximity. The Council's vision for 2010 states that we must "reduce bureaucracy and create efficiencies, with increased collaboration driving innovation in the way services are designed and delivered"³. Consequently, the provision of document sharing, instant messaging, video and phone conferencing is critical for supporting the need of our users to work together without restriction.
- 2.2 Information is a key asset for the London Borough of Barnet (LBB) as recognised in the council's Information Management Strategy 2016-20. Effective management and use of information is important for supporting LBB decision making and providing information and data for use by our customers and partners.
- 2.3 "Colindale offices will be our main office base, but we will be able to work in a variety of settings in order to be closer to the residents that they support and to work securely, safely and effectively. For many staff, this will mean less need to come in to the office. Staff will be supported through better technology, training and equipment. That means whether they work from a team area, hot desk, home or in a client's home, officers will have access to the systems and information they need"⁴.
- 2.4 These objectives have been translated into the technology work-stream of The 'Way We Work' Programme (TW3), comprising the EDMS (Electronic Document Management System), O365 (Microsoft Office 365) and UC (Unified Communications) projects. These projects feed into the programme which also includes the Colindale project (the build of the Council's new office at Colindale) and implementation of the Locality Strategy. Throughout the remainder of this document O365 and UC is referred to as Smarter Working tools.
- 2.5 The overall objective of EDMS, and Smarter Working tools is to enable smarter working within the council in a way that encourages staff, Members and partners to engage, rather than dictates that they do so; providing a collaborative platform which will provide multiple channels of communication to be utilised simultaneously.
- 2.6 Smarter Working tools will enable multiple channels of communication, enabling staff to use their preferred method of communication, be it face to face, video, email or telephone. This will reduce the need to be in the same location for meetings, but

³ Corporate Plan 2015-2020, p9

⁴ Locality Strategy, June 2016, p4

will still provide a virtual face to face meeting platform via video conferencing such as Skype for Business.

- 2.7 The human benefits of being able to work each day, communicating collaboratively across the organisation throughout the day, searching for and sharing documents intuitively and efficiently, and interacting with staff, Members and partners in a variety of different ways should be instinctively obvious
- 2.8 Introducing this new technology is just one aspect of increasing flexibility. Other supportive measures include the choice for staff to use their own mobile devices for work using Choose Your Own Device (CYOD) enabling technology. For some staff this will be an advantage and will mean that they will only require a single device (of their choice) for personal and work related tasks. There will be security and Human Resources (HR) implications which will be carefully considered and managed. CYOD is being addressed separately and is outside the scope of this business case.

3 Background

- 3.1 Following the move to Colindale there will be a reduced ratio of desks to staff, which will be achievable because of changes we make to how often staff, Members and partners need to come in to the office. This means that more users will be working remotely and will need access to systems and information seamlessly. Without the right technical platform and tools this will prove exceptionally challenging. The procurement of an EDMS and Smarter Working tools will contribute to a maximum return on the overall investment involved with the move to Colindale. These new ways of working are a prerequisite for the move to the new main office location in Colindale at the end of 2018. The council has already committed to “invest in new IT to enable staff to work more flexibly across a range of locations; allowing them to be closer to the residents they work with”⁵. The implementation of EDMS and Smarter Working tools aligns with the Corporate Plan 2015-2020, along with the strategies for Information Management, ICT, Customer Access and Locality.
- 3.2 The Council does not currently have a corporate wide EDMS solution for securely managing and sharing the information we create. Whilst WISDOM is a document management system, technical difficulties in the council’s roll out and lack of adoption means that Wisdom is solely the integrated EDMS with the line of business system for Adults & Communities and Family Services. A project is underway within Adults & Communities to decommission Wisdom and replace solely with Mosaic as the Adult Social Care case management system and document repository. Family Services are also currently decommissioning Wisdom and replacing solely with the LCS Children’s Social Care case management system.
- 3.3. The technical environment that we currently work in is challenging at the best of times, as staff need to search across various repositories to find the information they need to respond to residents, staff, Members and partner’s needs. This affects the council’s aim to ensure “customers will experience a consistently high quality personalised service, focussed on achieving fast and effective resolution of queries and requests”⁶.
- 3.4 In a recent staff survey staff were asked the following question: *‘In the future, would you like to increase the number of days you work away from your main office if you have the access to the right tools and equipment?’* 70% of those asked said they would. This will help ensure we meet our aim that “by 2020, the council will be a more modern and flexible employer, having implemented a range of changes to the working environment to better meet the needs of its staff”⁷.
- 3.5 An example of one instance regarding the time taken to search for a file has been provided by a head of service in figure 1 below.

⁵ Corporate Plan 2015-20 p9

⁶ Corporate Plan p16

⁷ Corporate Plan p16-17

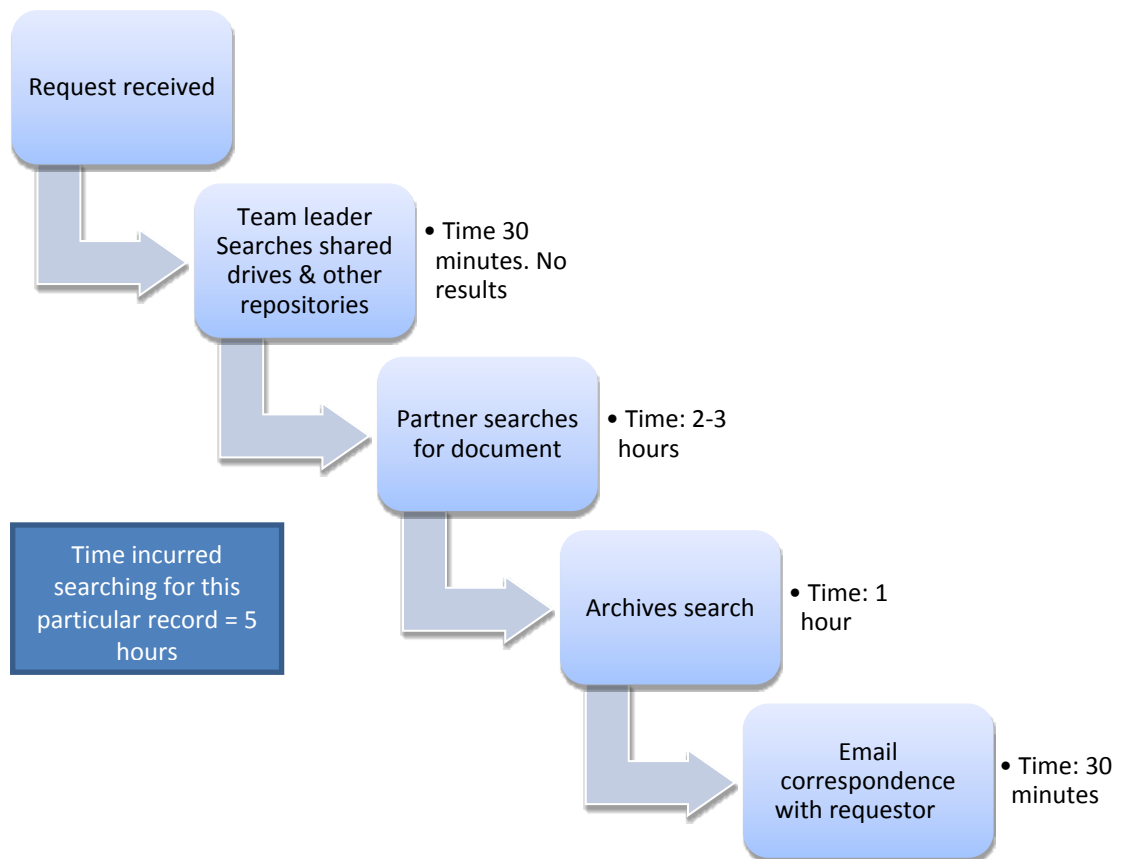


Figure 1: Search Time

- 3.6 This type of example provided above is likely to occur twice a month. Factoring in the search time incurred can usually take between 1-5 hours of lost productivity. Refer to Appendix B for the detailed case study.
- 3.7 Bringing all network communication together will remove the current issues that challenge the workforce every working day. We will be addressing inefficiencies such as travel time between locations for meetings, loss of productivity while searching for information or for presence and availability of people. At the same time we'll be improving our ability to address urgent business requirements in real time.
- 3.8 This Full Business Case (FBC) has been prepared to approve and release funding to enable an EDMS pilot to be conducted. Following the review and outcome of the pilot, funding will be requested to deploy EDMS to all Barnet staff and Members including Smarter Working tools. The technical solutions proposed will meet the Council's strategic objectives to move to a more agile working organisation committed to providing a flexible working environment for its staff and Members, whilst allowing much greater collaborative working between users and with partners.

- 3.9 Three case studies are attached in Appendix B of this business case. The case studies discuss the implications caused by not having the options to collaborate and share information effectively, as a result of not having the enabling technology to do so. The case studies also discuss the impact on time taken to search for information and never confidently trusting the information stored is the 'final version of the truth'.

4 Purpose

- 4.1 The projects in this business case are required in order to enable the procurement of EDMS for the initial pilot prior to full implementation, including implementation of Smarter Working tools that will provide the right platform to communicate using new technologies, and to capture, store, collaborate and share electronic documents. EDMS will support the generation of digitised records to be accessible by staff Members and partners from both multiple locations and devices.
- 4.2 The Council recognises that these are major change projects. A change manager has been appointed to provide support to all staff during the implementation phase. Post implementation, on-going technical support and maintenance will become the responsibility of our IT partner Customer Support Group (CSG). The Information Management Team has been restructured to focus on the introduction and on-going use and support of the new technology; consequently on a day to day operational basis the administration of the EDMS will be one of the core responsibilities of the new Records Management function. The Records Manager will have full responsibility for the system from an administrative perspective and will be able to run management information reports, monitor compliance against corporate retention schedules and identify user training weaknesses, including monitoring user adoption and monitoring progress against the planned measurable benefits EDMS will deliver overtime.
- 4.3 The Information Management Team are committed to ensuring the deployment of all the technical enablers is as seamless as possible to staff members and partners by providing the right level of support needed for a cultural and technical change involved with such programmes of this magnitude.

EDMS

- 4.4 Deployment of an EDMS with the right file structure, searching capabilities and the right level of training in place will significantly reduce the amount of search time that it currently takes staff, Members and partners to find information, thus increasing efficiency and productivity.
- 4.5 EDMS technologies allow the production of quality information to staff, Members and partners at the right time, in the right format and provide the platform to manage automation of business processes to establish a central, secure repository for key business information. Electronic records underpin much of the modern government agenda whereby the council are expected to be making progress by investing in and at the same time embracing new technologies.
- 4.6 An EDMS manages electronic documentation throughout its lifecycle from creation to secure destruction or transfer if legally required. Fundamentally an EDMS is a secure, organised and searchable corporate filing system and should be in place for the evidential record of all activities, decisions, processes, procedures, operations,

proper conduct, rights and obligations, transactions etc., irrespective of whether these relate to internal or externally facing functions.

- 4.7 Through the right EDMS platform our staff, Members and partners will be equipped to work in a more agile manner, collaborative, flexible, compliant and secure environment. With the right set of tools and collaboration platform the overall expected business benefits will be realised.
- 4.8 An EDMS would align clearly with the council's values to 'work together' (as it would facilitate easier collaborative working), 'be trusted' (as it would enable security and compliance), and 'embrace change and innovation' (as it will provide a modern tool for managing council information which will also work towards ensuring digital continuity).
- 4.9 Figure 2 below illustrates the retrieval request activity for paper based files over the past 12 months Sep 2015 – Sep 2016). Cambridge Education being the highest users followed by CSG and Family Services.

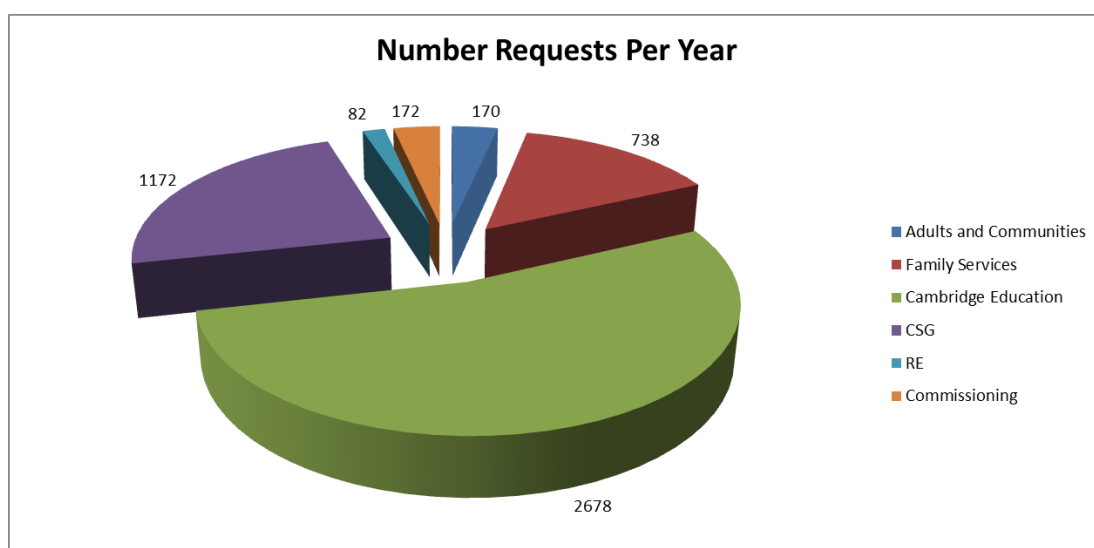


Figure 2: Delivery Units Retrieval Activity

- 4.10 Implementing an EDMS will help reduce the search and retrieval time spent requesting records back from the off-site storage provider. This will be achieved by scanning hard copy records into the system as they are recalled from the storage provider, developing a structured file plan, indexing content with the appropriate metadata and storing only one version of the truth.
- 4.11 The high level requirements for an EDMS solution are to:
- Enable the workforce, and our business partners, to communicate and access information **from anywhere and accessible at anytime**
 - **Built in version control** functionality is essential to automatically version documents and ensure full document history is available

- People working on the same single document within the EDMS can avoid problems associated with multiple copies of documents and the need to distribute multiple copies via email.
- The solution must **facilitate and manage collaborative working**, including lawful information sharing, version control and workflow.
- Being able to clearly show **custody and traceability** of documents stored within EDMS with **adequate security and control** is imperative
- The ability to easily find information and knowledge from **indexed content** will allow staff, Members and partners **to improve decision making** and reduce **the amount of** time lost looking for information
- Regardless of the format records are held in, all records need to be managed in accordance with **business and legislative requirements**. It is important therefore the EDMS solution has the functionality to manage the lifecycle of the information it holds.

The diagram in figure 3 below shows the lifecycle of information.

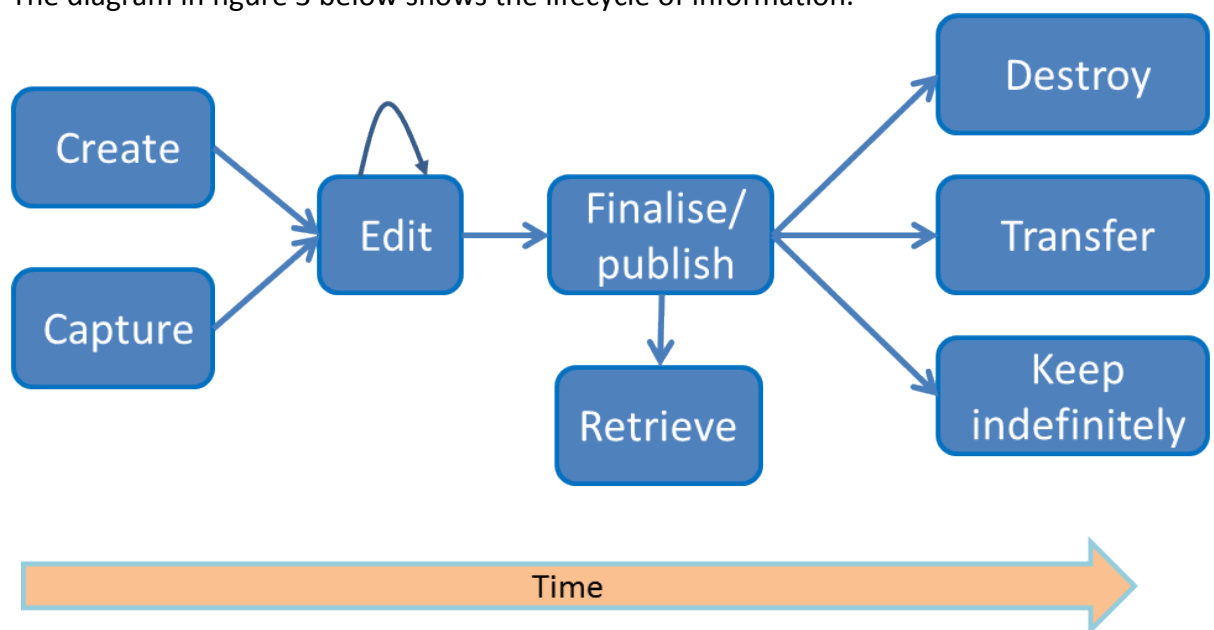


Figure 3 Information Lifecycle

Smarter Working Technologies

- 4.12 At present users do not have access to any communication tools, other than telephone and email. Smarter Working tools (such as O365 and Unified Communications) will allow users to communicate effectively via a wide range of tools and not only make phone calls from various devices such as laptops and personal mobile phones but also to share live content, multi user video

conferencing, instant messaging and an ability to see live user presence such as their availability, including the ability to share screens for presentations, documents etc. At present staff employed directly by the Council and its partners do not have access to the full range of contact details, calendars and other corporate information required for efficient communication and collaboration. Currently presence information is fragmented. Staff cannot easily arrange meetings, make calls, send instant messages, or conveniently find out where staff are and how best to contact them.

4.13 Smarter Working tools include the major applications such as Excel, Word, PowerPoint and Outlook. These applications are presented in a recognisable and uniform way and the whole suite shares a number of built-in collaboration tools. As such Smarter Working tools represent a complete and established productivity and collaboration solution.

4.14 Collaboration on documents, presentations, and reports within and across teams and services is a significant element of office work in a modern local government environment. A smarter working solution provides tools which allow staff to do the following:

- Edit a document simultaneously
- Share text and resources such as images without resorting to email
- Chat via audio or IM
- Share their screens
- Draw notations on documents
- See whether other staff are currently working or are away or logged off (presence information)
- Review and approve changes made by others
- All of the above through online service on any device

4.15 The high level requirements for a mobile working / unified communications solution are to:

- Enable the workforce, and our business partners, to **communicate and access information** from anywhere.
- Provide the ability to **integrate** email, software phones, video conference and text.
- Allow for **online meeting collaboration** and sharing
- Ensure the **security of solutions is appropriate to the context**, striking a balance between security as an enabler, not a barrier, whilst maintaining integrity and compliance with UK Government Cloud Security Principle published by Government Digital Service (GDS).
- Ensure the **system is responsive in terms of latency**, and with **robust disaster**

recovery.

- 4.16 The technology work-stream is a fundamental enabler for phase 2 of the 'Way We Work' programme

5 Aims & Objectives

5.1 The projects are anticipated to contribute to the medium term financial saving challenge of achieving savings of £81.1m between 2016 and 2020. EDMS and Smarter Working tools are essential modernisation measures and key enablers that will complement the drive for greater efficiency, benefit business service areas, raise standards and further improve good records management practice overall.

5.2 The desired project outcomes are as follows:

- **A Cultural Shift:** becoming an 'agile working' organisation.
- **Mobile and Flexible:** staff are mobile and less dependent on offices while remaining connected with their teams, systems and information.
- **Integrated and Digital:** systems are integrated enabling data to be stored, shared and consumed digitally and securely, to drive reliable, consistent and efficient processes.
- **Secure and Reliable:** a reliable and secure service that leverages existing investment, reduces duplication, has only one version of the truth and delivers what the business needs.
- **Partnership and Sharing:** platforms are shared and accessible through a variety of channels, enabling collaboration with residents, local businesses, partners and third parties.
- **Ease of use, speed and access:** a significant improvement in efficiency and increased usability.
- **Cost savings from working in a paper-light environment:** working in an electronic environment will reduce use of paper including the costs associated with paper-based business processes by the introduction of business process management and workflow.
- **Reduction in administration:** a significant reduction in time spent searching for records, with at least a 10 / 20% cost reduction on staff time spent searching for files currently filed in numerous repositories including off site physical storage accommodation.

5.3 EDMS and Smarter Working tools are all sophisticated technology tools but they will not deliver business transformation programmes alone. These must be supported by a change in culture and working practises, the introduction of enterprise workflow, business process management and safe delivery of critical dependencies (e.g. other projects within the 'Way we Work Programme') including other system application projects which are underway that may impact on the delivery.

5.4 Case studies from Middlesbrough Council, Thurrock Council and the Australian Department of Defence are included in Appendix B. Case studies that describe the current working environment in terms of how information is currently managed and the impact on the delivery units across LBB without the use of enabling technologies are also included in Appendix B of this FBC.

6 EDMS Options/Recommendations

6.1 Options

The options for consideration are illustrated in figure 4 below:

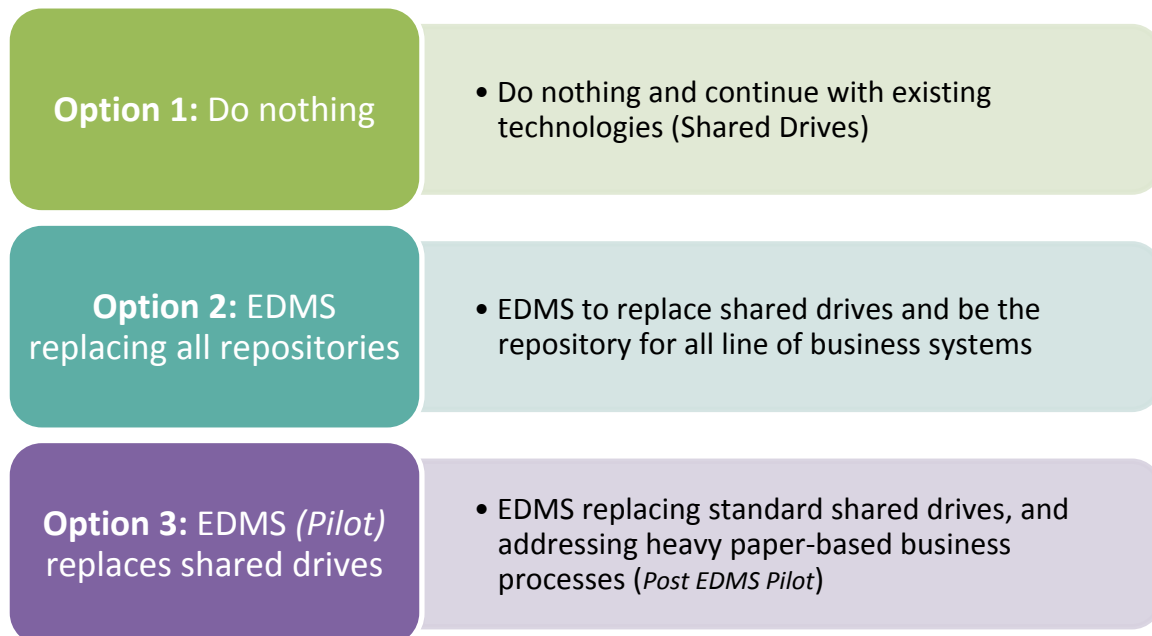


Figure 4. EDMS Options

6.2 EDMS - Advantages and Disadvantages of Each Option

Option No	Option	Advantages	Disadvantages
1	Do nothing	No effort or cost	<p>Does not meet the Council's and Information Management strategic objectives to promote a smarter working culture</p> <p>Remain working in the current 'As Is' environment and won't easily support mobile working.</p> <p>Not in line with IT & IM strategy</p> <p>Current information issues remain e.g. duplicate information, silos of information, difficulties finding latest versions. These issues can raise compliance risks</p> <p>Productivity will be comparatively lower because people will continue to spend</p>

Option No	Option	Advantages	Disadvantages
			time searching for information
2	Implementation of an EDMS, replacing the shared drives and integrating with existing case management systems	<p>Helps support the Council's strategic objectives and Phase 2 of the Way we Work Programme.</p> <p>Working with information that has been created, stored and managed electronically without having to rely on paper copies</p> <p>Single EDMS solution for all applications</p>	<p>Requires effort to make a shift in culture, changing the way members staff, and partners work</p> <p>Very long timescales required for project and implementation due to needing to integrate with existing systems, e.g. case management systems. This would also require considerable financial investment to integrate existing systems into the EDMS solution and therefore almost double the allocated budget. No withstanding the amount of time, effort and investment that is already underway with the decommissioning of Wisdom and replacing with Mosaic for Adults and Family Services. Neither is it standard practice across the Record Management profession to integrate all systems into an EDMS.</p> <p>Requires a lot of analysis and buy-in to enable a single EDMS to replace information repositories in existing systems.</p>
3	EDMS replacing standard shared drives and replacing heavy paper-based business processes	<p>Less capital expenditure that option 2 (full EDMS Implementation)</p> <p>Helps support the Council's strategic objectives and Phase 2 of the Smarter Working Programme.</p> <p>Working in a born digital environment.</p> <p>Single EDMS solution for all applications</p>	<p>Requires effort to make a shift in culture, changing the way members staff, and partners work</p> <p>No single repository for all the Council's information</p>

Figure 5 EDMS Advantages & Disadvantages

6.3 Summary Assessment of EDMS Options

Option	Cost	Usability	Accessibility	Integration	Reduction in search time
1 Do Nothing	✓	X Will not allow sharing and collaboration)	X	X	X
2 EDMS Replacing all repositories	X	✓	✓	X Will not meet programme timescales)	✓
3 EDMS replaces shared drives	✓	✓	✓	✓	✓

Figure 6 EDMS Summary of Options

6.4 EDMS - Associated Risks with Each Option

Option No	Option	Risks
1	Do nothing	<ul style="list-style-type: none"> Staff, members and partners may not be able to work in a collaborative and agile environment. This is especially exacerbated when we move to requiring staff to work more flexibly. Negative impact on service delivery
2	Implementation of an EDMS, replacing the shared drives and integrating with existing case management systems	<ul style="list-style-type: none"> Slow adoption if the right training is not provided. User resistance due to the cultural change Network capacity unable to cope with single system Support and management of EDMS post implementation that is difficult due to complexity in satisfying the business requirements for all users and systems Difficulty finding a single solution that will integrate with all systems Obtaining full endorsement for a single solution is not obtained Does not meet the Council's and Information Management strategic objectives to promote a smarter working culture EDMS will not meet the required security standards without the additional security wrapper (Bitglass) and costs.
3	EDMS only replacing standard shared drives and heavy-paper based business processes	<ul style="list-style-type: none"> Slow adoption if the right training is not provided. User resistance due to the cultural change Network capacity unable to cope Does not meet the Council's and Information Management strategic objectives to promote a smarter working culture EDMS will not meet the required security standards without the additional security wrapper (Bitglass) and costs.

Figure 7 Associated Risks

6.5 Lessons Learnt from Site Visits for EDMS

- 6.5.1 During phase 1 of the assessment stage the Project Manager and the Business Analyst researched a small sample of EDM products available in today's market. Supplier demonstration sessions included Alfresco, SharePoint (provided by the Council's IT partner, CSG), Objective and Box. This approach was taken to identify some of the technologies available and to also discuss implementation from a supplier perspective.
- 6.5.2 Customer site reference visits with other councils of a similar size, namely Thurrock, Somerset and Islington councils took place. Visits were also made to NHS England and two organisations within the private sector: Irwin Mitchell (law firm) and Deutsche Bank. The primary reason for undertaking the site visits was to learn from

colleagues who were already on the same journey or who had recently completed an implementation programme. The visits also provided understanding of the key challenges they faced, the benefits and their approach to the selection and deployment of their own technical solutions.

- 6.5.3 The supplier and customer visits have helped inform our options appraisal regarding which option is appropriate for the Council.
- 6.5.4 The assessment stage also proved to be beneficial from both an operational, technical and open dialogue perspective, especially key 'Lessons Learnt'. All organisations were anticipating, and in many cases realising, the benefits of working in a digital environment. We have no reason to believe this will not be the case for the Council and a change is therefore necessary.
- 6.5.5 A theme which developed across all of the site visits was that these projects are not so much about the technology but more about the implementation, end user training and the challenges to overcome with the cultural shift from working in a paper based environment and the transition to working in a collaborative and agile environment. In other words this should be viewed as a business change project and not a technology project.
- 6.5.6 The most relevant lessons learnt are summarised below and have been factored into the project management approach and also recorded in the risk and issues and log.
- Management support should start at the very top. A dedicated and properly resourced multidisciplinary team is essential from the outset, for planning, implementation, and continuing support.
 - Effective change management is essential. These are business change projects not technology projects. Provide sufficient resources and time to gain user adoption to use the system.
 - Listen to users otherwise they will find workarounds.
 - Communication is key at each stage.
 - Ensure the scope of the project is fully understood in terms of system functionality and roll out in order to maximise realisation benefits.
 - EDMS should be part of the wider IT strategic direction.
 - Take a broad and shallow approach with implementation.
 - Good IT and infrastructure and hardware must be in place.
 - Plan for benefits in order to realise them.
 - Appoint Information Champions.
 - Ensure training is well planned. Plan for a short time between training and making the system available to the user. Do not under estimate user training requirements.

6.6 EDMS Recommended Option and to Conduct an Initial Pilot Exercise

6.6.1 Based on our assessment the recommended option is option 3 and to conduct an initial pilot exercise. *Should the pilot be successful we will request additional funding from the Policy & Resources Committee for full implementation of an EDMS solution.*

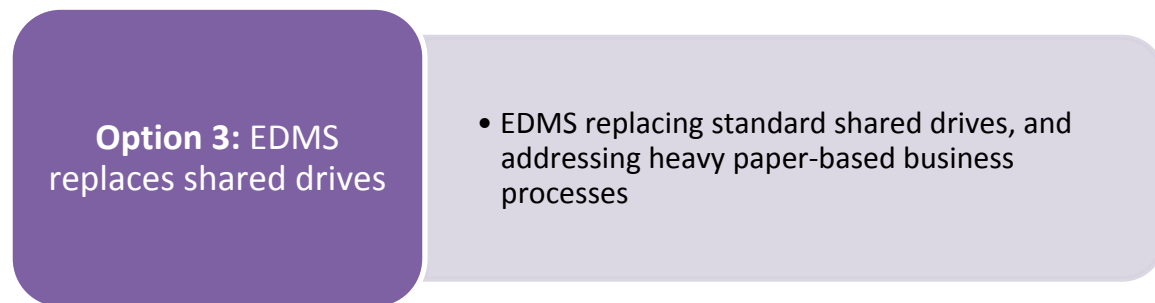


Figure 8 ECM Recommended Options

6.6.2 The EDMS project will be divided into 2 phases 1A and 1B. Phase 1A will focus solely on migrating the shared drives across to EDMS. Phase 1B will focus on paper heavy based processes, such as Family Services, Cambridge Education and Customer Service Group (CSG). This approach is explained in more detail in section 11.1

6.7 Rationale for Recommended Option

6.7.1 Option 1 – Continue as is

The assessment stage included a series of EDMS end user requirement workshops for each of the delivery units, including the Council's partners e.g. CSG, Cambridge Education and Barnet Homes. The requirements were captured and any concerns that were raised were either addressed or followed up post the workshops. The output from the workshops (13 in total) has been incorporated into a requirements document to support the procurement/tendering exercise and to also assist the CSG Solution Architect commissioned for both of the EDMS and Smarter Working tools projects.

The end user workshops show that the current way of working is not suitable when we move to Colindale, and that improvements in how we manage our information are needed. Information is difficult to find and share there are multiple copies of the same document making it difficult to identify the correct version. Information may be in paper format only making collaborating extremely difficult and time consuming

Continuing as we are is not feasible for the Council as it does not support the move to agile and mobile working. At the moment we rely heavily on being in the same place as the information and team members, working next to each other to effectively share information.

6.7.2 Option 2 – Single EDMS for all repositories

Whilst Option 2 provides a single system for storing all information, the major drawback is that this will require an enormous amount of effort, time and money, and we will not meet programme timescales.

6.7.3 Option 3 – EDMS post a successful pilot. Replacing shared drives and addressing paper-heavy processes

Option 3 addresses two major areas of concern (i.e. the shared drives and the amount of paper being used). Implementing a solution to address these supports the Smarter Working strategy and give benefits to the Council. This approach also allows the Council to review its use of an EDMS and then move to a fuller solution over time, should this be required.

Option 3 is also in line with the experience of the organisations who we visited. This approach can therefore be considered to minimise the risks to achieve a successful roll out of an EDMS.

It must be noted that although there are low cost EDMS products on the market which are free to use, these services are designed largely for personal use not corporate use. There would be major concerns about security and resilience offered by these free services.

7 Smarter Working Technologies Options and Recommendations

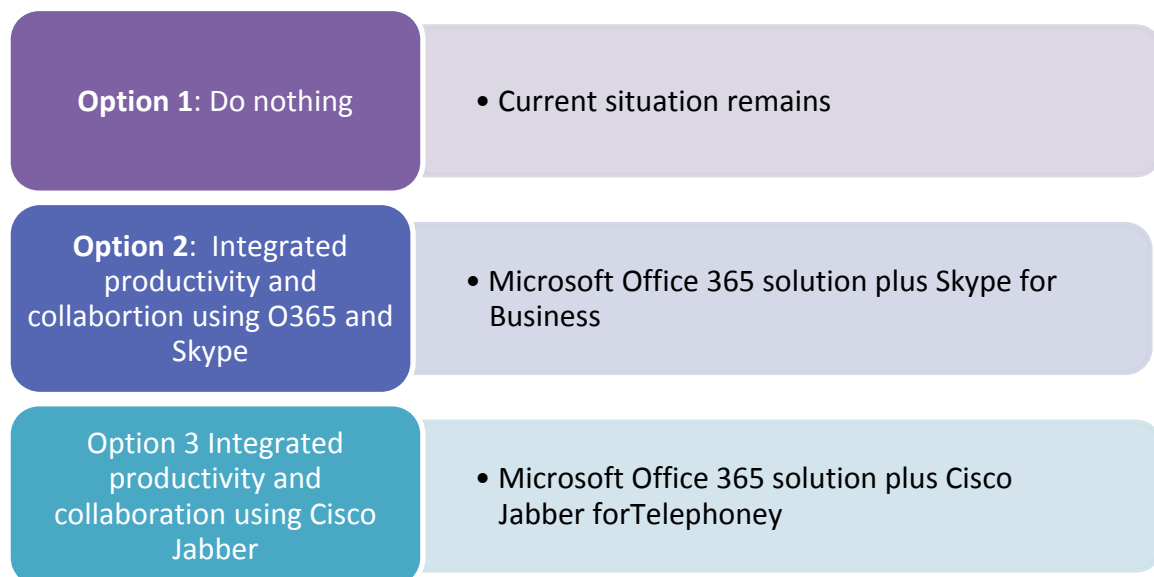


Figure 9 UC/O365 Recommended Options

7.1 Smarter Working Tools - Advantages and Disadvantages of Each Option

Option No	Option	Advantages	Disadvantage
1	Do Nothing	Minimum effort and no investment	<p>Council staff are currently able to access office applications and have ability to communicate using email and fixed desk phones. A do nothing option would see the continuation of this scenario.</p> <p>A do nothing option would not enable the Council to meet the ambitions of the Way We Work programme. Staff will not be enabled to work from anywhere, systems will not be integrated and collaboration and sharing will be limited.</p>
2	Integrated productivity, telephony and Collaboration using Office 365 and Skype features	<p>Helps support the Council's strategic objectives and Phase 2 of the Smarter Working Programme</p> <p>Supports Family First agenda for engaging with families and organisations not based in Barnet</p> <p>O365 supports recognised open document standard</p>	<p>Requires effort to make a shift in culture, changing the way staff, partners and members currently work</p> <p>Smarter Working tools will not meet the required security standards without the additional security wrapper (Bitglass) and costs.</p> <p>Licence costs are expensive for Skype to have full telephony capabilities.</p>

Option No	Option	Advantages	Disadvantage
		<p>format</p> <p>Currently all the Council's corporate end user devices run on a Windows operating systems and use Windows compatible applications that are natively installed. By delivering a solution that is compatible with a windows operating system, cost, security, reliability, availability and compatibility can be maintained.</p> <p>Meets LBB's requirements around access, security, and disaster recovery</p> <p>Skype is fully integrated with all O365 applications and would allow a user to place a phone call from within Outlook using a soft phone</p>	
3	Integrated productivity, telephony and collaboration using O365 and Cisco Jabber	<p>Helps support the Council's strategic objectives and Phase 2 of the Smarter Working Programme</p> <p>Supports Family First agenda for engaging with families and organisations not based in Barnet</p> <p>O365 supports recognised open document standard format</p> <p>Currently all the Council's corporate end user devices run on a Windows operating systems and use Windows compatible applications that are natively installed. By delivering a solution that is compatible with a windows operating system, cost, security,</p>	<p>Requires effort to make a shift in culture, changing the way staff, partners and members currently work</p> <p>Smarter Working tools will not meet the required security standards without the additional security wrapper (Bitglass) and costs.</p> <p>Licence costs are expensive for Skype to have full telephony capabilities.</p> <p>Less integrated with UC. A user would check the presence information in Outlook and then open Cisco Jabber to place the call</p> <p>Still have Skype, albeit with cut down capabilities (i.e. no external phone calls)</p>

Option No	Option	Advantages	Disadvantage
		<p>reliability, availability and compatibility can be maintained.</p> <p>Meets LBB's requirements around access, security, and disaster recovery</p> <p>CSG has an established Cisco support.</p> <p>Jabber costs are less for telephony than a full Skype solution</p>	

Figure 10 Smarter Working Technologies Associated Risks

7.2 Summary Assessment of Smarter Working Technologies Options

Option	Cost	Usability	Accessibility	Integration	Reduction in search time
1 Do Nothing	✓	X Will not allow sharing and collaboration	X	X	X
2 Full Microsoft Stack using Skype for Telephony	X More expensive due to higher functionality licences. However, accurate modelling of usage patterns can minimise the need for the most expensive licences, and reduce costs	✓ One product integrated for all function	✓	✓	✓
3 Hybrid Stack Solution using Cisco Jabber for Telephony	✓ Within allocated budget	X 2 different products for complete function	X Jabber has limited integration with O365 suite	✓	✓ Multiple tools lead to less reduction in collaboration time

Figure 11 Smarter Working Technologies Summary of Options

7.3 Smarter Working Technologies Associated Risks with Each Option

Option No	Option	Risks
1	Do Nothing	<ul style="list-style-type: none"> The current situation will not deliver the benefits the Smarter Working Programme has set out to achieve. This is because staff do not have the enabling technology to work in a flexible and agile environment
2	Integrated productivity, telephony and Collaboration using Office 365 and Skype	<ul style="list-style-type: none"> The costs of a full Skype solution may be prohibitive on an on-going basis
3	Integrated productivity, telephony and Collaboration using Office 365 and Cisco Jabber	<ul style="list-style-type: none"> Insufficient capacity of the VPN solution and the legacy LAN/WAN and whether they can support a highly responsive Unified Communications solution for 3000 users. This can/will impact the users deployment strategy of 100% of users migrated prior to the Collingdale move. Transition to UC solution not seamless and has adverse impact on service delivery Users will be operating in two systems – Skype and Jabber. This may cause dissatisfaction with the solution.

Figure 12 Associated Risks

7.4 Smarter Working Technologies Recommended Option

7.4.1 Currently all the Council's corporate end user devices run on a Windows operating systems and use Windows compatible applications that are natively installed. By delivering a solution that is compatible with a Windows operating system, cost, security, reliability, availability and compatibility can be maintained.

7.4.2 The recommended option is therefore option 2



Figure 13 O365 and UC Recommended Options

7.5 Rationale for Recommended Options: Smarter Working Tools

- 7.5.1 A detailed market assessment and product evaluation has been carried out by CSG using knowledge and experience from similar projects.
- 7.5.2 Implementing Option 2, integrated productivity and collaboration using Smarter Working tools Skype will meet the Council's objectives for more flexible, agile working.
- Enable the workforce, and our business partners, to communicate and access information from anywhere.
 - Provide the ability to integrate email, software phones, video conference and text.
 - Allow for online meeting collaboration and sharing.
 - Ensure the security of solutions is appropriate to the context, striking a balance between security as an enabler, not a barrier, whilst maintaining integrity and compliance with UK Government Cloud Security Principle published by Government Digital Service (GDS).
 - Ensure the system is responsive in terms of latency, and with robust disaster recovery

8 Network Capacity

- 8.1 EDMS and Smarter Working tools will all require adequate network capacity to implement successfully. The projects will assess their network requirements. The assumption is that sufficient capacity will be available as and when required. Any work to ensure sufficient network capacity will be carried out separately.
- 8.2 Risks associated with network capacity have been identified for each project and tabled in section 19, Summary of Key Risks

9 Equality & Diversity

9.1 Approach

- 9.1.1 The Equalities Act 2010 and Section 149 which sets out the General and Specific Public Sector Equality Duties (PSED) require 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 and groups; and
- Foster good relations between people from different groups

9.1.2 Equality and diversity issues are a mandatory consideration in the decision making of the Council. This requires decision makers and elected members to satisfy themselves that:

- Equality considerations are integrated into day to day business.
- All proposals have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in place.
- The protected characteristics are age, disability, gender, marriage and civil partnership, pregnancy, religion and belief and sexual orientation

9.2 Initial Equalities Impact Assessment

9.2.1 No direct adverse impact is anticipated on service users. The EDMS and Smarter Working tools projects affect internal working practices to improve the management of information at Barnet and provide users with tools that encourage collaboration and information sharing.

9.2.2 There is a positive impact of these projects. Disabled or staff with health conditions will be able to work more flexibly and not have to attend offices for meetings. There are also potential benefits for parents and carers who may be able to work more flexibly at home or other locations.

- An assessment has been carried out on any staff impact of these and we anticipate there will be no impact for the reasons listed below because:
 - All Staff who will be affected by EDMS and Smarter Working Technologies are already working in digitally included ways and selection criteria will be included for new recruits.
 - All Staff and new recruits will receive training in implementing the EDMS and Smarter Working Technologies and any particular individual needs will be identified and addressed as part of that programme.
 - We will be working with any staff and new recruits who have a disability which requires an adjustment with regard to new technology. Some of these will already be known to managers and some may only become apparent as the new technology is deployed. Any further adjustment required as a result of EDMS and Smarter Working Technologies will be accommodated

through the management of change process and is dependent on the wider the *'Way We Work Programme'*.

9.2.3 Equality impacts will be kept under review as the project develops.

9.2.4 The staff equalities data used to analyse the equalities impact of these proposals was provided by Human Resources (HR). A copy is available on request.

10 Information Assurance and Security

10.1 Principles

- 10.1.1 The Council Information Management Strategy 2016-20 recognises that improved access to information and better collaboration tools are required to support the council's accommodation strategies, as well as the Corporate Plan objectives. The Information Management Strategy defines a proportionate risk approach to information management, balancing access and use of information against compliance with legislation and security standards. This proportionate risk approach will be the ethos behind security and assurance work for these projects, through implementation and into business as usual.

11 Assurance

- 11.1 Ensuring appropriate access and security to information and records will be a key part of each of the projects. Whilst the council already has policies and processes that manage access to and security of information, these will need to be amended for our new working environment. The Information Management Team and Information Security (IS) will remain key stakeholders and supporting partners within the projects.
- 11.2 To deliver assurance, a full Information Management Impact Assessment (IMIA) will be completed and reviewed and amended as necessary throughout the project. An IMIA looks at the project's aims and objectives, the workflows of information and the processes to manage the information. It considers the access, sharing, security and privacy rights relating to the project and identifies whether a Privacy Impact Assessment (PIA) is required. Completing an IMIA allows the council to identify potential issues and apply good practice, allowing the project to make the best use of information and achieve objectives, whilst ensuring appropriate risk management and compliance with legislation.

12 Security

- 12.1 Security considerations will be a key aspect of the projects, as described above. As the council's current shared drive environment is more difficult to manage, moving to EDMS aims to improve security and access controls. Processes for managing access and security will be considered either through the EDMS and Smarter Working Tools themselves, or through complementary software, such as that designed specifically for managing user access to documents. Bitglass software has been specified as a cloud access security broker and proxy, and this solution will be

ratified by the Government Digital Service (GDS) as part of detailed design. This gives additional security wrapper over the generic Microsoft Cloud security, in order to meet GDS Cloud Security principles. Security will also be key to the Choose Your Own Device (CYOD) arm of the programme, as managing access through non-corporate devices brings with it specific risks in relation to security in a wider sense, including virus protection, ransom-ware, and hacking and data leakage. The IMIA will help identify some of these risks, for recommendations to be made in how to manage them. Risk assessments and technical tools, such as penetration tests, will also be used to identify risks and allow the council to choose its risk tolerance in various areas, such as CYOD in the future. The interplay of rights and responsibilities between the organisation and the individual when considering officers using their own equipment (CYOD) is another example of risk work to be considered as part of the project.

13 Support

- 13.1 It is a key part of the Information Management Strategy to support delivery units, partners and the commissioning function in their management of information. Support to the project itself and to relevant stakeholders will continue throughout the projects. As the projects transition to business as usual, IS will continue to provide technical support for Smarter Working Tools and the EDMS. The records management function within IMT will lead on day to day management of the EDMS. Additionally, and in line with the IM Strategy, IMT will continue to review and develop policies and procedures that promote realistic security and control, ownership and effective management of information, whilst supporting delivery units and partners to achieve our corporate plan objectives.

14 Privacy

- 14.1.1 There are no unusual privacy considerations for the projects generally, as relevant access and security measures are already embedded into the way the council works and will be translated across as appropriate to the new tools. However, specifically for CYOD, where the lines between personal and business become more blurred, there will be additional privacy and support considerations. The project team will consider whether a Privacy Impact Assessment is required at the start of the projects, and will remain focussed on managing privacy concerns of staff, customers and the organisation.

14.1 Key Issues

- That appropriate standards for access and security are translated to the new tools and that support and training is provided that encourages a smooth transition to new ways of working.
- That training ensures that staff, members and partners are aware of their responsibilities in relation to managing information and how to deliver those within the new tools and working environment.
- That the projects deliver benefits in compliance, for example, appropriate access to electronic documents is improved to reduce risks in relation to transport of paper records.
- That the projects provide improvements to how information can be managed and shared appropriately, such as collaboration tools managing technical support, appropriate process and policies and assurance for CYOD in the future, where there are privacy and access concerns.

15 Proposed Procurement Route

15.1 EDMS

15.1.1 There are a number of options considered for the procurement of EDMS. As the full life value of the contract would be over the Official Journal European Community (OJEC) threshold then the following approaches have been considered for EDM only:

- G Cloud 7 or 8 Framework Agreement 1557t owned by Crown Commercial Services
- Customer & Support Group (CSG) Contract – Schedule 15
- Official Journal European Community

15.1.2 To ensure the Council's strategic IT partner is invested in the Council's choice of EDMS system, which will be a core element of the overall IT architecture, and is able to provide effective on-going support for this system. The implementation of the EDMS will be offered firstly to CSG under Section 15 of the CSG contract. The Council will rigorously assess CSG's ability to implement a system that meets the Council's requirements.

15.1.3 This will consider both the value for money of the proposal as well as the technical suitability of the proposed solution, supported by Leidos, the Council's Technical IT Assurance partner. If, following this assessment, the Council does not feel that CSG's proposal meets the Council's EDM requirements adequately, or provides sufficient value for money, then a procurement exercise will then be run through the G-Cloud 7 and 8 Frameworks.

15.1.4 CSG (and any subsequent bidder through framework procurement) will be required to demonstrate the following:

- **Systems:** The council will suggest a number of products in which they are interested. We will expect CSG and any subsequent bidder to look and review these to ensure they match our business/user requirements and to also suggest alternative products if this is believed appropriate.
- **Proposals:** The proposals must be matched against the Council's requirements to enable the Council to assess which the preferable products they prefer rather than CSG and any subsequent bidder providing a proposal based purely around their preferred stating a system they will implement. The Council will require demonstrations of each system.
- **Milestone payments:** CSG and any subsequent bidder should commit to milestone payments with clear acceptance criteria – this includes retaining a proportion of payment until after the project has been delivered to ensure any significant issues that occur after the product is launched are resolved.

15.1.5 Smarter Working Tools

Given that Smarter Working tools will be a core element of the Council's IT infrastructure; the solution will be procured and implemented directly through CSG under Schedule 15 of the CSG contract. Comparison costs have been sought from other organisations who have implemented this technology, and the CSG proposal will be assessed by Leidos, the Council's technical assurance partner, and payments will be based on successful completion of key deliverables, with a proportion retained until after the project has been delivered to ensure any significant issues that occur after the product is launched are resolved. This is to ensure the Council is gaining value for money with this procurement approach.

16 EDMS Pilot – Initial Implementation Approach

16.1 EDMS Pilot Implementation

16.1.1 It is not sensible or good practice to implement an EDMS across the Council in its entirety at the same time. We are therefore proposing an iterative process for the implementation of EDMS, using agile delivery methodology. Staff and partner requirements have been finalised to ensure that EDMS meets the needs of the Council. Should the pilot be successful the 7 phases in figure 14 will also be followed for the full implementation.

16.1.2 Based on our assumptions, good practice and talking to suppliers and colleagues alike during the site reference visits, figure 14 below describes a typical 7 phased high level implementation approach a supplier would probably recommend to implement an EDMS. *Note: We will work closely with the preferred supplier and implementation partner post the award of the contract to drill down into the granular details and replace with the master implementation plan.*



Figure 14 7 Phased EDMS Approach

16.1.3 Figure 15 below sets out the proposed iterative, agile, deployment approach

EDMS - Deployment Plan

		1	2	3	4	5	6	Etc.
	Team 1	GO LIVE	Go Live Support with IMT (RM)					
	Team 2		GO LIVE	Go Live Support with IMT (RM))				
	Team 3			GO LIVE	Go Live Support with IMT (RM)			
	Team 4.				GO LIVE	Go Live Support with IMT (RM)		
	Team 5.							
	Team 6.							
	Team 7.							
	Team 8.							

Figure 15: EDMS Deployment Approach

16.1.4 Should the pilot be successful the EDMS project will be divided into 2 phases 1A and 1B. Phase 1A will focus solely on migrating the shared drives across to EDMS. Following the migration, the shared drives will be made 'read only' for a period of time that will need to be agreed before they are eventually 'locked down'.

- 16.1.5 Phase 1B will focus on paper heavy based processes. During the user requirement workshops a number of possible areas were identified where paper usage could be investigated with the objective to replace with electronic documents.
- 16.1.6 We anticipate focusing on a department in 'stress' such as Family Services who are developing a business case for funding a project to undertake an audit of their paper files, to minimise the risk of failing to deliver the service within the community as often paper files cannot be found. EDMS will help make that change by automating the manual routine with process workflow.
- 16.1.7 Phase 1B is set to analyse existing working practises by introducing the creation of e-Forms and business process workflows to reduce the amount of paper that we generate. Back scanning of legacy paper records is out of scope within this project and would therefore be treated as a separate scanning project, should there ever be a business need in the future to back scan circa 26,000 paper records currently in off - site storage.
- 16.1.8 The implementation plan for phase 1A and 1B is set out [below] – the timescales for completion of phase 1A we are working towards the end of Dec 2018, whereby phase 1B will be slightly in parallel with 1A. It is anticipated that a second phase of this project could follow phase 1A and 1B, after the system has been embedded and has reached a level of maturity. This would look at other ways of utilising this technology for process improvements, including further paper based processes and integrating EDMS into the Intranet which would also drive more traffic through to the intranet. This phase would require further analysis, a separate business case and funding bid.
- 16.1.9 Figure 16 below describes the 2 phased approaches for the deployment of EDMS within the technology work-stream

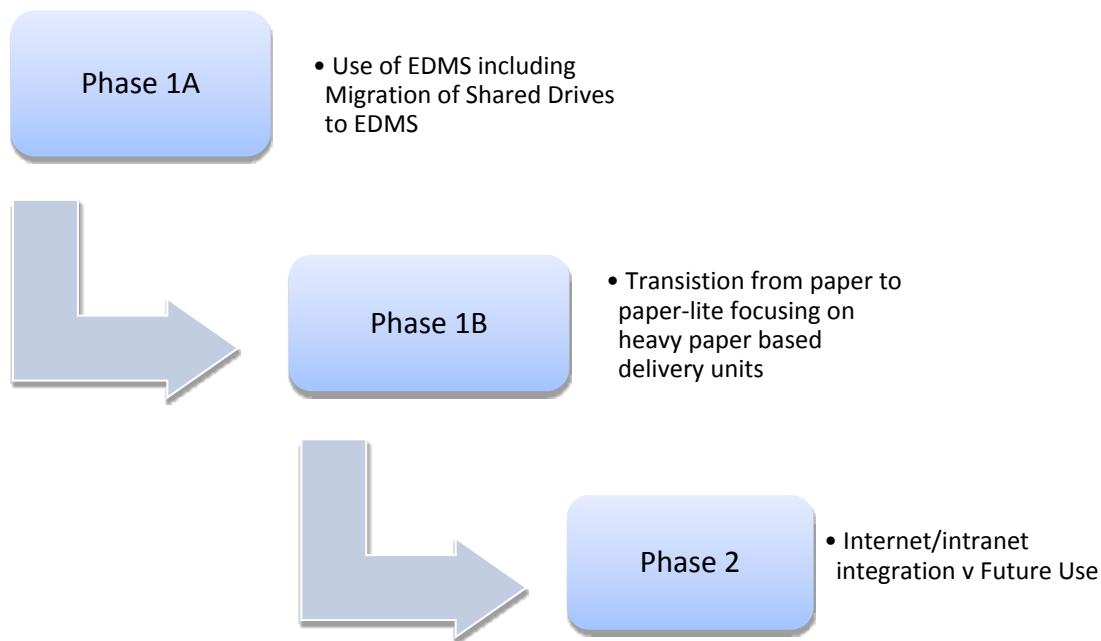


Figure 16: Phased Approach

17 Smarter Working Tools Implementation Approach

17.1.2 The implementation for Smarter Working Technologies will adopt a drip to flood approach with a small number of technical super users and early adopters from the business receiving the new kit and software in a heavily supported environment. These advance groups will receive classroom training and intensive support from floor walkers and project team specialists. Once any issues have been identified and resolved and the training materials reviewed and updated the wider roll out will commence in phases. These later phases will receive less support and will be assisted by the technical super users and early adopters.

17.1.3 Communications and engagement activities will be incorporated into the overall change and engagement plan for the 'Way We Work Programme' and will be delivered alongside wider programme activities.

18 High Level Plan

18.1.1 A high level project plan for EDMS and Smarter Working Technologies is provided below in figure 17. This high level plan sets out the milestones and deliverables in-line with the Council's strategic objectives and Information Strategy for EDMS and Smarter Working tools.

18.1.2 The plan will require revision and definition as individual plans are further detailed

High-Level Plan

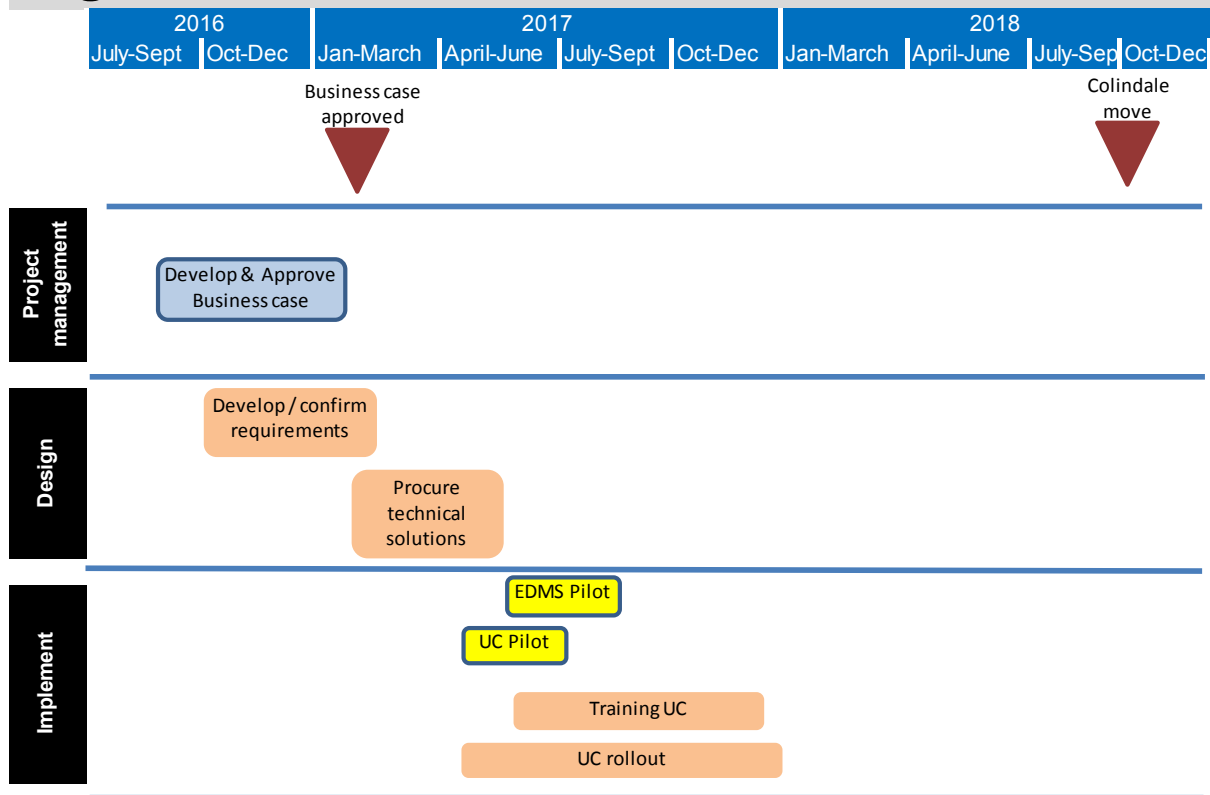


Figure 17: High Level EDMS & UC/O365 Plan

19 Training & Support

- 19.1 This section sets out a possible approach to training to support the EDMS and Smarter Working Technologies projects. The approach and information set out has been successfully used in other projects but will be reviewed as the projects progress to ensure that it meets Council requirements.
- 19.2 Smarter working is a huge cultural change to staff, Members and partners that will certainly bring various challenges, primarily the cultural shift and the introduction of new technology which for some can often be a very daunting experience and will need to be dealt with sensitively and tailored in accordance to peoples different levels of learning abilities and how they adapt to change.
- 19.3 The general training approach will be an iterative one whereby initial training will be delivered to enable staff, Members and partners to use the system. This training will then be reinforced and tailored following a period of use. This will ensure that user experience is incorporated into subsequent training as the training is delivered.

- 19.4 Training will be delivered on a 'Train the Trainer' basis whereby the supplier will train a group of nominated trainers who will subsequently deliver the training to staff. Technical, Administrators and Super Users of the system will also be trained by the supplier as this type of training will be more intense.
- 19.5 The Information Management Team will also run a series of lunch time sessions otherwise known as 'Drop in Sessions' so that staff can come and talk in an open forum about the end user experience, technical, functionality and reliability of the EDMS system and discuss any concerns they may have about using the system.
- 19.6 The Records Manager will be the first point of contact via the Records Management (RM) helpdesk for day to day queries relating to EDMS. If a user contacts the Information Management Team with a technical problem they will be informed to log a call with CSG via the normal channels.
- 19.7 The Records Manager will embrace new technology as part of the UC platform to deliver a series of EDMS training webinars. The idea of webinars will enable us to deliver training sessions for staff, Members and partners following their initial training should they start to encounter teething problems when using the system
- 19.8 The webinars will focus on the most frequently asked questions that often arise following an EDMS implementation. These questions can range from how to get the best out of the search functionality, assigning retention dates to records, changing ownership of records should staff leave or move jobs, scanning records into the system and applying metadata to a record.
- 19.9 The Information Management Team will survey end users at regular intervals using Survey Monkey or similar to gauge the end users perception, experience of the system, views, adoption, including looking out for any trends that maybe forming so that these can be addressed as soon as they occur.
- 19.10 The Records Manager will post weekly newsletters and maintain a Frequently Asked Questions (FAQ) sheet which will be available on the EDMS landing page for all users to see including alerts when new functionality is released such as 'what's new' including a comprehensive training guide.
- 19.11 Smarter Working tools 1st and 2nd line support will be provided via the Service Desk. Applications and 3rd line support will be federated to Microsoft.

20 Communications

- 20.1 Project communications will be managed and delivered as part of the programme communications function. Smarter Working and EDMS communications are part of the broader The Way We Work programme (TW3) and under the TW3 branding. The

formally approved change management strategy and the communications approach are the relevant strategic documents and set out the approach to communications and engagement across the programme. This includes the process for review and approval for all messaging.

- 20.2 The roll out of Smarter Working tools represents a significant improvement in the basic productivity suite for the London Borough of Barnet. Therefore, we will take a progressive and innovative approach to how the implementation is communicated to staff using traditional methods of communication and engagement alongside new methods enabled by the new technology itself.
- 20.3 Communications will be delivered through established channels such as the Intranet and First Team, and via new and established change agent networks. Areas without access to the Council intranet will publish content through their own established channels. These electronic communications will be supported by a series of drop in sessions, a demo model office, and other traditional media such as leaflets and posters.
- 20.4 As an example of innovation, FAQ documents are well established as an engagement tool in Barnet, for this project staff will be able to edit the FAQ directly once they have access to the Smarter Working tools and will be able to add their own questions and contribute to responses to other's questions. Managers will be asked to model behaviours by briefing staff via video and audio conferencing and some senior managers will be given the opportunity to model new ways of working in short video presentations.
- 20.5 Presence and instant messaging tools are key components of Smarter Working tools and these tools will be used to provide advice, support and guidance from the programme team and floor walkers, encouraging staff to use the new technology as an efficient way of communicating and resolving issues.

21 Expected Benefits EDMS

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	0-4 months indicates the length of time the pilot will be running for, these benefits are expected to be achieved within this time	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
	Compliance with Government Directives and Regulations				JO		
NF	Improved sharing and collaboration between government organisations and agencies.		10% improvement in satisfaction	0-4 months	JO	Survey on how well information is shared between government organisations	
	Staff Working More Efficiently				JO		
NF	Increased staff productivity through quicker and easier identification of relevant information and knowledge. Time saved by individual members of staff more easily retrieving documents of all types, whether e-mail, Word documents created by themselves, electronic or scanned documents received, or other kinds of digital files. Staff are able to concentrate on their core functions rather than spending time searching for information		15% Faster search time	0-4 months	JO	Survey - estimated time savings due to quicker retrieval. Head-to-head search test between shared drive & EDMS	
NF	Time savings due to improved access to similar information which can be copied and re-used ensuring we do not reinvent the wheel.		5% increase in re-using existing information	0-4 months	JO	Survey - estimated time savings due to reusing existing information	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	0-4 months indicates the length of time the pilot will be running for, these benefits are expected to be achieved within this time	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
NF	Mobile staff are able to access, capture and manage electronic information quicker		20% Increase in satisfaction from mobile users	0-4 months	JO	Staff surveys and drop in sessions focusing on effectiveness now, then mid implementation /post implementation. Ask for user stories for before and after scenarios. overall attitudes now v post implementation of EDMS Lunch time drop in sessions to talk about their new working environment and technical platforms (EDMS/O365/UC)	
F	Reduction in disaster recovery costs by using cloud storage. NB: This benefit is only valid if a cloud solution is implemented.		10% Reduction in cost of recovering EDMS data from the cloud	0-4 months	JO	Compare disaster recovery process pre EDMS v Post EDMS	
F	Staff Locations Determined By Business Requirements. Having information accessible electronically across all work locations means that LBB can locate staff according to business functions and requirements, rather than by needing them to be close to the paper records. A corporate EDMS can enable information to be accessed from any location, and so there are not the same restrictions due to information access as with paper information. Mobile and more flexible and less reliant on their offices but remain connected with their teams and able to access the information they need to carry out their work more efficiently		10% Increase in satisfaction from mobile users	0-4 months	JO	People able to work in different locations Staff surveys and drop in session's focusing on effectiveness now, then mid implementation /post implementation. Ask for user stories for before and after scenarios. Overall attitudes now v post implementation of EDMS	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	0-4 months indicates the length of time the pilot will be running for, these benefits are expected to be achieved within this time	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
	Working Consistently				JO		
NF	Better access to precedent information will help LBB provide consistent responses		5% improvement in consistency of responses	0-4 months	JO	Survey. Audit reports	
NF	Overcoming barriers of time and distance due to the centralised nature of an EDMS (e.g. making sure that staff away from the office receive the same information at the same time as staff in the office).		70% of people working out of the office confirm they received the information in a timely fashion	0-4 months	JO	Survey	
NF	Consistency in reports and recommendations due to better re-use of information and access to precedent information will lead to an enhanced feeling of corporate identity.		15% improvement in consistency of reports	0-4 months	JO	Survey	
NF	Promulgation Of Best Practise Business-wide. Having information available to all LBB staff means that best-practice can be shared e.g. example best-practice reports, studies, etc.		20% improvement in applying Best Practise	0-4 months	JO	Survey	
NF	Latest Version Always Explicitly Available. A current problem is knowing what version of a document is the latest and most accurate. Intrinsic in an EDMS is versioning. This means that at any one time, people know which version of a document is the latest. This avoids problems with people using different versions of the same document, and potentially giving different advice (because of the differences between documents).		35% reduction in using the incorrect version of a document	0-4 months	JO	Survey	
	Improved Knowledge Sharing				JO		
NF	Improved collaborative working within and between LBB teams leading to improved efficiencies and quality of work.		50% Satisfaction with the ability to collaboration	0-4 months	JO	Survey	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	0-4 months indicates the length of time the pilot will be running for, these benefits are expected to be achieved within this time	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
NF	Better Sharing Of Information Business-wide. Having a central repository means that information is more easily accessible across the organisation, not just within departments or groups. This will reduce time spent finding information, reduce duplication and help reduce barriers between teams. Only relates to those in the EDMS		100% of information able to be viewed with the exception of sensitive information	0-4 months	JO	Survey. Test to see if you can access information from other teams (security not withstanding)	
	Improved Corporate Governance				JO		
NF	Being able to demonstrate that records keeping practices have been followed in accordance with Code of Practice for Legal Admissibility and Evidential Weight of Information Stored Electronically.		75% compliant to the BS10008	0-4 months	JO	Conduct a pilot tailored self-assessment for BS10008 (before/after)	
	Cost Savings				JO		
F	Savings on the non-staff costs of the administration of the paper archive as there will be less paper stored (because of an increased use of electronic documents).		5% reduction on sales (flat pack boxes and barcodes)	0-4 months	JO	Stor-A-File costs reduced	
NF	Reducing Time Spent On Legal Requests. LBB has legal requirements to manage their information accurately. The Data Protection Act requires an organisation to respond within 40 days; the FOI has a response time of 20 calendar days. To achieve this response level, LBB will need to have a good grasp on their information and be able to find it quickly. An EDMS provides the framework that allows DP and FOI requests to be met easily and with little cost to an organisation.		10% increase in number of requests dealt with within statutory timescales	0-4 months	JO	Pre & post EDMS management reports of FOI/DPA responses.	
	Enabling Other benefits				JO		

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	0-4 months indicates the length of time the pilot will be running for, these benefits are expected to be achieved within this time	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
NF	Facilitation of flexible working, including home working and hot-desking due to information being more easily accessible and able to be found		95% of people happy with working in a flexible manner	0-4 months	JO	Survey - People able to work away from office effectively	
NF	Enable workflows to be developed so that business processes can be improved.		90% of processes implemented by workflow processing have faster processing timer and less problems	0-4 months	JO	Able to implement workflows that use electronic information held in the EDMS	
NF	Will support LBB to deliver the Information Management Strategy		EDMS fully aligned with Information Management Strategy	0-4 months	JO	Survey	
NF	Will support LBB to deliver the Corporate Plan by aligning with the following: 'By 2020, the council will be a more modern and flexible employer, having implemented a range of changes to the working environment to better meet the needs of its staff.'- Corporate Plan p16-17. The Council will "Invest in new IT to enable staff to work more flexibly across a range of locations, allowing them to be closer the residents they work with Corporate Plan p17		100% aligns with the Councils Corporate Plan in terms of delivering new technical enablers outlined in the Corporate Plan	0-4 months	JO	Survey	

Figure 18: Expected Benefits

22 Summary of Key Risks

This section summarises the key risks associated with the recommended options for EDMS and UC/O365. Initial Mitigation strategies are also identified.

22.1 EDMS Key Risks

Ref No	Description	Cause, Event & Consequence	Mitigation	Risk Score
1	Insufficient storage capacity affects performance	Cause: Insufficient storage capacity available for corporate roll out level. Event: The system may reach capacity as more service areas use EDMS. Consequence: Performance is affected.	Liaise with Technical Infrastructure team to review capacity and monitor storage availability as project progresses.	25
2	Unrealistic timescales	Cause: Pressure on timescales for full roll out Event: Timescales are unrealistic Consequence(s): EDMS is not implemented in the planned timescales and benefits are delayed	Customer site reference visits raised concerns regarding timescales for full roll out of EDM prior to the move to Colindale	16
3	Shared Drive - Analytics Crawl	Cause: Cannot scope the size of the problem re ROT and Duplicates Event: Impact on timescales re migration of shared drives to EDMS including moving unnecessary information across that is not required. Consequence(s): Replicating the problem we currently have with the shared drives.	Data crawl arranged	15
4	Poor clean-up of shared drives prior to migration	Cause: Insufficient resources Event: Clean-up of shared drives prior to migration not done well Consequence(s): Poor quality information migrated	Nominated team representatives will need to be identified following requirements workshops to ensure shared drives are cleansed in accordance with agreed timescales. Progress will be monitored by the project team. Slippage will be recorded and escalated to team managers where necessary	12

Ref No	Description	Cause, Event & Consequence	Mitigation	Risk Score
5	Lack of skilled staff to do the technical EDM work	Cause: Lack of money and availability of skilled staff Event: Lack of skilled staff to do the technical EDM work Consequence(s): Technical work not done, or delayed, and costs more	Could be forced to use vendor consultants if resource is not identified at project start. Provisions for an agreed amount of consultancy days should be built in to the overall budget	12

Figure 19: EDMS Summary of Key Risks

22.2 O365/UC Key Risks

Ref No	Description	Cause, Event & Consequence	Mitigation
1	Apps Compatibility	Cause: Upgrading the current Office 2010 to Office 365 Event: There is a risk that some applications may not be compatible with the Smarter Working tools Consequence(s): Such applications may not work, or may only work with reduced functionality	Application compatibility testing, during the project due diligence phase to identify incompatible applications.
2		Cause: Network demands arising out of Smarter Working tools deployment Event: Higher demands than anticipated on the LAN and WAN. Consequence(s): Capacity of the LBB Local Area Network (LAN) and Wide Area Network (WAN) will not be sufficient to support the upgrade to O365 and roll out of Unified Communications.	The network performance will be continuously monitored to ensure that should the actual usage exceed the assumed volumes, then a decision will need to be made between LBB and CSG on a remedial action.

Ref No	Description	Cause, Event & Consequence	Mitigation
3	Network Performance	<p>Cause: Network demands arising out of Smarter Working tools deployment</p> <p>Event: Higher demands than anticipated on the LAN and WAN.</p> <p>Consequence(s): Capacity of the LBB Local Area Network (LAN) and Wide Area Network (WAN) will not be sufficient to support the upgrade to O365 and roll out of Unified Communications.</p>	The network performance will be continuously monitored to ensure that should the actual usage exceed the assumed volumes, then a decision will need to be made between LBB and CSG on a remedial action.
4	Data Throughput	<p>Cause: Migration of mailboxes from on premise to Exchange Online</p> <p>Event: Microsoft throttle the bandwidth of network ingress (inbound) to the Smarter Working tools platform</p> <p>Consequence(s): Mailbox migration rate is slower than anticipated, so the project timescale is extended.</p>	<p>CSG will liaise with Microsoft to mitigate throttling of bandwidth to maintain the required data throughput.</p> <p>During the migration planning, due consideration will be given by CSG to derive an achievable data migration rate, so that project delivery times are not impacted.</p>
5	Network Performance	<p>Cause: Network demands arising out of Smarter Working tools deployment</p> <p>Event: Higher demands than anticipated on the LAN and WAN.</p> <p>Consequence(s): Capacity of the LBB Local Area Network (LAN) and Wide Area Network (WAN) will not be sufficient to support the upgrade to Smarter Working tools and roll out of Unified Communications.</p>	The network performance will be continuously monitored to ensure that should the actual usage exceed the assumed volumes, then a decision will need to be made between LBB and CSG on a remedial action.

Ref No	Description	Cause, Event & Consequence	Mitigation
6	SLA Exceptions	<p>Cause: the deployment of new service functionality</p> <p>Event: The inability of support teams to get used to the new Smarter Working tools service demands</p> <p>Consequence(s): as a result, there is a risk that deploying Smarter Working tools puts a strain on existing SLAs</p>	Agree SLA lets with LBB prior to the migration.

Figure 20: OC/O365Summary of Key Risks

23 Costs/Investment Appraisal (EDMS Pilot Only)

23.1 Pilot Costs

23.1.1 Based on indicative costs obtained to conduct a pilot for a period of 4 months funding of £250k is required.

EDM Pilot Implementation Costs	Cost
Labour (Installation, development, training, testing, project mgt, support.)	£157,000
Software Licenses	£33,000
Hosting	£60,000
Total Pilot Implementation Costs	£250,000

23.2 Investment costs over the economic life of the EDMS post a successful pilot

23.2.1 Following the pilot and on the basis that it is successful we will be requesting additional funding to complete a corporate roll out and transition to a fully functional EDMS.

23.2.2 The costs provided below are indicative which were available to us at the time this document was being authored and therefore subject to change as we progress with the Invitation to Tender (ITT).

23.2.1 Option 3 – EDM replacing Shared Drives

Capital		
Software	£319,500	Inc. Year 1 Support.
Implementation Services (Installation, Train the Trainer, Project Management etc.)	£988,818	
Hardware	£2,000	
Storage	£43,084	
Total	£1,353,402	
	£1,624,082	Inc. 20% risk cost
Revenue		
Software (Renewal/Upgrades)	P/A	Year 2 support onwards
Support & Maintenance	£ 55,000	
Hardware e.g. Storage	£ 2,000	
Storage	£ 43,084	
Total	£100,084	
	£ 120,101.00	Inc. 20% risk cost

Figure 21: EDMS Cost Investment

23.3 Investment costs over the economic life of the Smarter Working Tools

23.3.1 O365 plus Skype for Business

O365/Skype Implementation Costs - Capital	Cost
Labour (Installation, dev., training, testing, project mgt.)	£1,103,206
Software, hardware, VPN (Sonos, Bitglass, conference hardware)	£167,393
Headsets and handsets*	£103,126
Total Implementation Costs	£1,373,725

*Headsets and Handset numbers are given as budgetary estimates; precise numbers/costs will be agreed during project delivery

23.3.2 Ongoing Revenue Costs

O365/Skype Ongoing Costs - Revenue	2017	2018r	2019	2020	2021	2022	2023	Total
Ongoing costs (licenses, hosting)	£423,283	£423,282	£423,282	£423,282	£423,282	£423,282	£292,931	£2,832,624

Notes on revenue costs

- The cost (per user) of the licences is fixed until 2018. The annual costs may increase during subsequent periods.
- Licence costs are subject to supplier-driven increases.
- Savings on hosting are based on adopting a variable charging model for storage above the baseline. This requires final confirmation.
- 2023 costs reflect part-year CSG contract end date.

24 Project Assurance

Phase	Project Assurance Plan				Outcome of Project Assurance Activity			
	Assurance Activity	Assurance Date	Milestone	Milestone Date	Individuals/ stakeholders involved	Actions / Recommendations	Expected Implementation Date	Actual Implementation Date
Stage 2 Project Start Up	Outline Business Case Approved by Programme Sponsor	October 2016	Programme Board Decision	October 2016	Programme Board Decision	Proceed to Full Business case	October 2016	October 2016
	Full Business Case Approved By	February 2017	Policy and Resources Committee	February 2017	Policy and Resources Committee	Proceed to Stage 3	February 2017	
Stage 3 Procurement	Ratification of Procurement Recommendation - EDMS	March 2017	Procurement	March 2017	Procurement	Proceed to Stage 4	March 2017	
Stage 4 Implementation	Confirmation to go Live - UC	February 2017	Programme Board Decision,	February 2017	Programme Board Decision	Full UC Roll Out Proceeds	March 2018	
	Confirmation to go Live – EDMS (Pilot)	February 2017	Programme Board Decision,	February 2017	Programme Board Decision	EDMS Pilot Proceeds	Full Implementation January 2019	
Stage 5 Closure	Project Closure - UC	March 2018	Programme Board Decision,	January 2019	Programme Board Decision	System Transitions to Business As Usual	March 2018	
	Project Closure – EDMS (Full Implementation)	January 2019	Programme Board Decision,	January 2019	Programme Board Decision	System Transitions to Business As Usual	January 2019	

Figure 22: Expected Benefits

25 Dependencies

Ref	Dependency Description
D1	A suitable IT infrastructure capable of supporting both the demands of EDMS and Smarter Working tools. The Network has insufficient capacity on the Internet Circuit, presently at 100Mb, therefore there is a risk that the capacity of the Local Area Network (LAN) and Wide Area Network (WAN) will not be sufficient to support the upgrade to O365 and roll out of Unified Communications.
D2	To enable a successful migration to Smarter Working tools a review of the use of all Shared Mailboxes is required to understand if they are still required.

Figure 23: Dependencies

26 Appendix A - Glossary of Terms

Abbreviation and Term	Description/Definition
AC	Adults and Communities
CSG	Customer Services Group
CYOD	Choose Your Own Device
EDMS	Electronic Document Management System
FAQ	Frequently Asked Questions
FBC	Full Business Case
FS	Family Services
GDS	Government Digital Service
HR	Human Resources
IMIA	Information Management Impact Assessment
IS	Information Security
ITT	Invitation to Tender
LBB	London Borough of Barnet
LCS	Liquid Logic Children's Care
PIA	Privacy Impact Assessment
PSED	Public Sector Equalities Duties
TW3	The Way We Work
UC/O365	Unified Communications & Office 365

27 Appendix B - EDMS Case Studies

EDMS Business Case Studies

This section provides 3 case studies provided by Governance, Information Management (FOI Requests) and Special Education Needs. The case studies focus on the existing challenges staff face every day when searching for information. The implications of not being able to collaborate and share information effectively and by working on a collaborative platform will improve efficiency, quality and enable staff to work more effectively.

Case Study 1

London Borough of Barnet

Freedom of Information Requests

Commissioning – Information Management

Background

The Freedom of Information Act 2000 (FOIA) provides the public with a general right of access to recorded information held by the council, subject to some exemptions. The council has a statutory duty to respond within 20 working days and to provide the information requested unless one of a number of defined exemptions applies. There is the right of appeal to the regulator, the Information Commissioner's Office (ICO). ICO investigations involve much council time and resource. One way to avoid these is to ensure the initial case is handled properly and fully.

Example

The Council received several linked and overlapping complex requests for information in respect of a very contentious sale of a property. Due to their contentious and complex nature the requests were handled centrally by the Information Management Team (IMT), and Property Services were requested to see what information was held, to locate and collate it and to provide it to IMT in a useable format to IMT.

The Challenges

There were many problems. Property Services did not know what information and documentation they held and what they did not hold. Information was split between a shared drive, paper files and individual's email folders. Some was held by a third party and some by the council's lawyers. Locating the information took considerable time and effort. One crucial piece of information could not be located at all which caused extreme embarrassment to the Council. This was as far from an agile system as is possible to be.

IMT received information piecemeal and as it had been collated from many sources it was in no particular order or category and contained much duplication.

IMT had to rely on Property Services to search as there is no shared documentation system. If it were in one location the whole FOI process would have been streamlined and made far more efficient.

Impact and Outcome

Removing duplications and putting paperwork into order took over 2 hours. Identifying what was missing also took at least an hour. Property services spent over 18 hours searching for and collating the information, mainly due to not being able to locate a crucial item.

The request was far slower to action and respond to than would have been the case if information had been organised and readily accessible by means of a centralised Electronic Document Management System (EDMS). Duplicate searches were required in order to ascertain what was held and what had been missed. These 3 hours could have been avoided.

The FOI request deadline had to be extended which resulted in a complaint from the requester.

Who else was Involved

Property Services mainly and to a minor extent HB Public Law

What was the end result?

The FOI response was later than it could have been if the documents were held in an EDMS. The process could have been much smoother, quicker and less stressful for all involved. Several days of officer time were spent searching which would have been avoided with EDMS. If all the information was in one location the time taken to see what the council holds and to extract and collate it would be far more efficient.

The requester is likely to complain to the ICO and the council may struggle to justify its handling of the case due to the lack of confidence in Property Services' current information storage system.

Case Study 2

London Borough of Barnet

Existing Network Storage Arrangements - Searching for Records

Governance Service – Assurance Group

Background

As a result of incremental changes to the methodology for saving documents on the Council's network and the use of numerous share drives there is currently an incomplete electronic record retained centrally.

The Governance Service has access to the following drives which cover (broadly speaking) the following periods:

I:/drive = 2001 – 2008

SharePoint* = 2008 – 2009

S:/drive = 2009 onwards

*Note: SharePoint was used between 2008 – 2009, but its use was discontinued and all data saved on the network relating to that period was lost.

Prior to 2004 the Council had a number of databases (Topic and Trove) which held historical committee reports and minutes. Access to the information held on these databases was lost around 3 years ago when the servers migrated off site.

Hard Copy Records

The Council is legally required to retain hard copies of signed committee minutes for up to seven years. It is however best practice to retain these in perpetuity should there be any need to access decisions in the future. It is also a requirement to retain committee agendas and background papers for up to 6 years. In practice, this is fulfilled by enabling access to these online via the website. It is understood that the Borough Archivist has most committee agendas and minutes in hard copy prior to 2000, but the Governance Service do not hold a records retention schedule of this information.

In addition to the Archives, some information is held in the Council's off-site 'Stor-A-File' facility. As this was archived as part of a recent office move in 2014, a records retention schedule is held and documents can be accessed easily as and when required.

Example

Recently the Governance Service was required to search council records for evidence of a policy that affected Members. Locating this information provided problematic and costly due to the lack of clarity about what information is held and in what format.

Elected Members currently receive a 'notional allowance' of £1K per Member per annum to cover the additional costs associated with being an elected Member (such as the provision of IT equipment, phones, stationery, etc.) This was approved via a 'Members Notional Allowances' policy at Full Council in 1998. Due to changes in technology and price increases, the Governance Service sought to review the existing policy and budget provision with a view to revising and updating the policy for discussion and approval with Members. A search of the I:/drive and S:/drive was undertaken which failed to deliver any results. Officers from the Governance Service then contacted a councillor to try and ascertain which year the policy was agreed and a possible title for the policy so that the search parameters could be narrowed down. After a significant amount of searching, the Council eventually advised that the policy was approved by Full Council in 1998. As a result of this information, the service was able to ascertain that the information was unlikely to be held electronically and that a manual search should be undertaken. Officers contacted the Borough Archivist and Governance Service Records Retention lead and requested a search on the following basis:

"I am looking to locate a report that went to Full Council in 1998 on the Members Notional Allowance. The Governance Service electronic and paper files don't go that far back and any information that we hold would be held in the archive. Do you have access to?:

- a) Council reports from 1998; and/or
- b) Council minutes from 1998

I know that we are only required by statute to retain this information for 7 years, but best practice is to retain in perpetuity."

The archivist submitted a nil return, but the Governance Service Records Retention lead was able to locate minutes from a Full Council meeting in October 1998 which set out the key provisions of the policy in the minutes”.

The recalled information was then used to inform the updated policy.

It is estimated that recalling this information took a total of 5 hours of Officer time. The average hourly rate for a Governance Officer is £36.35 per hour. The Governance Service would typically deal with 2 or 3 requests per month with the amount of time spent dependent on how specific the search term is

Case Study 3:

Requirement for EDMS

London Borough of Barnet

Special Educational Needs

Cambridge Education

Current Situation

Currently SEN information is stored in the following locations:

- Synergy (electronic files and documentation; generated letters from the system)
- Paper based files on-site (LBB) – approx. 2,000
- Paper based files off-site (Northampton) – approx. 3,000

Drivers for Change

Finance

The cost of the three methods outlined above is unsustainable and inefficient. The cost of printing for SEN & Inclusion alone is nearly £150,000 per year, coupled with the storage and transportation costs associated with storing and retrieving paper based records. Not only is this incredibly costly, but also provides an extra level of overhead on time for the whole process. Process efficiencies have been put in place to reduce printing as much as possible however there is a strong desire (and need) to move towards a digital storage and distribution model to further increase efficiency and saves costs.

Staffing

We currently have 3 admin posts, largely to cope with the manual processes of printing Panel and Tribunal papers, filing advisers and other reports in paper files and retrieving files from storage.

Quality of Service

The inefficiency of the system and the delays caused by retrieval of files from Northampton effectively means that the SEN team are unable to be fully responsive to queries from Stakeholders.

Accommodation

The SEN & Inclusion team have reduced their local storage requirements as far as possible by archiving in Northampton. However, there are still approx. 2,000 files at NLBP as these are current

and required frequently. This will not be possible at Colindale. Digital storage is needed before the move takes place.

The following are examples of benefits gained by other organisations who have implemented EDMS

Case Study 4**Thurrock Council****Overall goals**

Supporting digital transformation, improving customer service and reducing costs

Benefits gained

- Departmental to full organisational use
- 50% reduction in administration costs
- 80% reduction in the volume of paper
- Improved customer service through timely and accurate correspondence
- Streamlined business processes

Case Study 5**Middlesbrough Council****Overall goals**

Compliant Adult & Children's Services and capability to support Council through their digital transformation journey

Benefits gained

- Adults & Children's Services integration
- FOI processing time reduced by 50%
- "Ask my counsellor" automated interaction
- EDRM and streamlined business processes

28 Appendix C – Full EDMS Benefits

The following table sets out the planned benefits for the full EDMS implementation.

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
	Compliance with Governmental Directives and Regulations				JO		
NF	Improved sharing and collaboration between government organisations and agencies.		10% improvement in satisfaction	Year 1	JO	Survey on how well information is shared between government organisations	
F	Minimise the risk of data breach fines by the ICO		5% Reduction in number of data breaches per year	Year 1	JO	Number of breaches per year	
	Staff and Members Working More Efficiently				JO		
NF	Increased staff productivity through quicker and easier identification of relevant information and knowledge. Time saved by individual members of staff more easily retrieving documents of all types, whether e-mail, Word documents created by themselves, electronic or scanned documents received, or other kinds of digital files. Staff are able to concentrate on their core functions rather than spending time searching for information		15% Faster search time	Year 1	JO	Survey - estimated time savings due to quicker retrieval. Head-to-head search test between shared drive & EDMS	
NF	Time savings due to improved access to similar information which can be copied and re-used ensuring we do not reinvent the wheel.		5% increase in re-using existing information	Year 1	JO	Survey - estimated time savings due to reusing existing information	
NF	Mobile staff are able to access, capture and manage electronic information quicker		20% Increase in satisfaction from mobile users	Year 1	JO	Staff surveys and drop in sessions focusing on effectiveness now, then mid implementation /post implementation.	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
						<p>Ask for user stories for before and after scenarios.</p> <p>overall attitudes now v post implementation of EDMS</p> <p>Lunch time drop in sessions to talk about their new working environment and technical platforms (EDMS/O365/UC)</p>	
F	<p>Reduction in disaster recovery costs by using cloud storage.</p> <p>NB: This benefit is only valid if a cloud solution is implemented.</p>		10% Reduction in cost of recovering EDMS data from the cloud	Year 1	JO	Compare disaster recovery process pre EDMS v Post EDMS	
F	<p>Staff Locations Determined By Business Requirements. Having information accessible electronically across all work locations means that LBB can locate staff according to business functions and requirements, rather than by needing them to be close to the paper records. A corporate EDMS can enable information to be accessed from any location, and so there are not the same restrictions due to information access as with paper information.</p> <p>Mobile and more flexible and less reliant on their offices but remain connected with their teams and able to access the information they need to carry out their work more efficiently</p>		10% Increase in satisfaction from mobile users	Year 1	JO	<p>People able to work in different locations</p> <p>Staff surveys and drop in session's focusing on effectiveness now, then mid implementation /post implementation.</p> <p>Ask for user stories for before and after scenarios. Overall attitudes now v post</p>	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
			Occupancy requirements does not exceed the number of desks	Year 2		implementation of EDMS Measurement of desk occupancy	
NF	Partnership and sharing platforms are made accessible through a variety of channels making work more efficient		5% Improvement in efficiency measures	Year 2	JO	Staff surveys, customer service levels & Management Information	
	Working Consistently				JO		
NF	Better access to precedent information will help LBB provide consistent responses		5% improvement in consistency of responses	Year 1	JO	Survey. Audit reports	
NF	Overcoming barriers of time and distance due to the centralised nature of an EDMS (e.g. making sure that staff away from the office receives the same information at the same time as staff in the office).		70% of people working out of the office confirm they received the information in a timely fashion	Year 1	JO	Survey	
NF	Consistency in reports and recommendations due to better re-use of information and access to precedent information will lead to an enhanced feeling of corporate identity.		15% improvement in consistency of reports	Year 1	JO	Survey	
NF	Promulgation Of Best Practise Business-wide. Having information available to all LBB staff means that best-practice can be shared e.g. example best-practice reports, studies, etc.		20% improvement in applying Best Practise	Year 1	JO	Survey	
NF	Latest Version Always Explicitly Available. A current problem is knowing what version of a document is the latest and most accurate. Intrinsic in an EDMS is		35% reduction in using the incorrect version of a	Year 1	JO	Survey	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
	versioning. This means that at any one time, people know which version of a document is the latest. This avoids problems with people using different versions of the same document, and potentially giving different advice (because of the differences between documents).		document				
	Improved Knowledge Sharing				JO		
NF	Improved retention of LBB information and knowledge will help secure the corporate memory	Especially for electronic information, which currently is not managed well for retention	Minimum 60% of electronic records that have passed their retention period will be destroyed	Year 3	JO	EDMS reports& forecasts on retention/destruction	
NF	Improved collaborative working within and between LBB teams leading to improved efficiencies and quality of work.		50% Satisfaction with the ability to collaborate	Year 2	JO	Survey	
NF	Better continuity (e.g. smoother handovers) due to information more easy to find for someone who is new to the role		70% Satisfaction with handover processes relating to information	Year 3	JO	Survey/User Stories	
NF	Better Sharing Of Information Business-wide. Having a central repository means that information is more easily accessible across the organisation, not just within departments or groups. This will reduce time spent finding information, reduce duplication and help reduce barriers between teams.		100% of information able to be viewed with the exception of sensitive information	Year 1	JO	Survey. Test to see if you can access information from other teams (security not withstanding)	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
	Only relates to those in the EDMS						
	Improved Corporate Governance				JO		
NF	Being able to demonstrate that records keeping practices have been followed in accordance with Code of Practice for Legal Admissibility and Evidential Weight of Information Stored Electronically.		75% compliant to the BS10008	Year 1	JO	Conduct a self-assessment for BS10008 (before/after)	
NF	Actually Know What Information Is Held. Implementing an EDMS involves development of a standard file plan and compilation of an inventory of existing information that needs to be migrated into the EDMS. The combination of these two actions provides an organisation with a record of what information it holds which will help in operational work and responding to enquiries.		90% users understanding of information held	Year 2	JO	Run a test from a user perspective to establish what information is being held on shared drives & EDMS	
	Cost Savings				JO		
F	Elimination of multiple file copies. The centralised storage of documents, and the corresponding ease of accessing a document, eliminates the need to have multiple copies of documents. This reduces storage and management requirements for documents, as well as ensuring that there is no confusion about which version is the most up to date.		5% reduction in growth rate of EDMS storage compared to shared drive growth rate	Year 3	JO	Growth rate of shared drive vs. growth rate of EDMS	
F	Reduced off-site storage costs due to less paper being stored (because of an increased reliance on, and use of, electronic documents)		5% reduction in Stor-A File storage costs Projected savings met year on year, until 2023. We would anticipate a reduction in our	Year 3	JO	Review storage costs pre and post EDMS.	Stor-a-File contract cost 70,000

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
			archive budget or cost avoidance in the future following further analysis being undertaken as part of phase 1b of this project. Paper heavy v paper light.				
F	Reduce transport costs for paper. Moving to electronic records will reduce the costs associated with transporting paper files to offsite storage, and costs associated with retrieving these paper files as there will be less paper stored (because of an increased use of electronic documents).		10% reduction in Stor-A File retrieval costs	Year 3	JO	Stor-A-File costs reduced	
F	Savings on the non-staff costs of the administration of the paper archive as there will be less paper stored (because of an increased use of electronic documents).		5% reduction on sales (flat pack boxes and barcodes)	Year 2	JO	Stor-A-File costs reduced	
F	Reduced operational costs. As these relate to short term unit expenditures: Photocopier rental charges, consumables and transport charge savings should be capable of being realised in a relatively short time period and should be maintained on an annual basis.		20% Reduction in annual Print Costs	Year 1	JO	Pre & post EDMS print costs	
F	Reduction in the costs that LBB incur for backing up all data stored on the network (personal and shared network drives) and Outlook. Over time as the amount of data being stored grows so does the cost. The benefit of an EDMS is a reduction in the growth rate due to less duplication and improved retention/destruction.		5% reduction in growth rate of EDMS storage compared to shared drive growth rate 5% reduction in backup costs	Year 3	JO	Backup costs Growth rate of storage is reduced	
NF	Reducing Time Spent On Legal Requests. LBB has legal requirements to manage their information accurately.		10% increase in number of requests	Year 1	JO	Pre & post EDMS management reports of	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
	The Data Protection Act requires an organisation to respond within 40 days; the FOI has a response time of 20 calendar days. To achieve this response level, LBB will need to have a good grasp on their information and be able to find it quickly. An EDMS provides the framework that allows DP and FOI requests to be met easily and with little cost to an organisation.		dealt with within statutory timescales			FOI/DPA responses.	
	Risk Avoidance				JO		
NF	Avoidance of damage to reputation and credibility due to poor information management		5% reduction in reputational damage	Year 2	JO	External or internal surveys	
NF	Avoidance of potential Council embarrassment in the face of official enquiries due to poor information management.		5% reduction in reputational damage	Year 2	JO	A reduction in enquiries causing damage due to poor records	
NF	Avoidance of potential Council embarrassment in the face of FOI and DPA enquiries from the Press and/or the public due to poor information management.		5% reduction in reputational damage	Year 3	JO	A reduction in damage due to FOI and DPA requests being dealt with poorly as a result of poor record keeping	
F	Avoidance of penalties due to the contravention of legislation such as DPA. Potential fines can be incurred up to the value of £200,000 per breach.		5% reduction in reputational damage	Year 4	JO	Reduction in decision notices, information notices, enforcement notices, monetary penalties and undertaking due to information management failures	
FN	Reduction in costs associated with the loss and re-creation of documents. Research indicates approximately 12% of paper documents are either lost or misfiled. (Gartner) An EDMS enables us to effectively digitises and store documents		5% Reduction in the number of lost and misfiled documents	Year 2	JO	Survey	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
F	Enhanced security of information. Although all data is in a central storage vault, the information is not accessible by just anyone. EDMS's have strong security features, allowing access to documents to be tightly controlled. An EDMS also reduces the risk of having data corrupted or just mislaid. Additional security wrapper over the Cloud security, will ensure we meet GDS Cloud Security principles.		5% Reduction in number of issues reported	Year 2	JO	Number of issues reported	
NF	On-going Access to Information. Part of implementing EDMS is to consider on-going sustainability of, and accessibility to, the information. Accessibility to electronic information can be limited due to a number of factors e.g. change in application software, media degradation, change in operating system meaning that the application is unavailable. Sustainability planning and actions help ensure that electronic information is available in the future. Information in an EDMS is more likely to be actively managed than if it simply resides on network storage systems. This active management means that sustainability is more likely to be addressed.		Confirm that there is a sustainability 100% of information can be retrieved and read	Year 3	JO	Test that information is still retrievable.	
NF	If all records were electronic, in the event of the destruction of the LBB office, business could be conducted from any location with access to all records and a minimal loss of information. This will also save staff time in the event of a disaster trying to piece together vital records from other sources.		100% of EDMS data covered by DRP	Year 3	JO	<i>Confirm that disaster recovery and business continuity plans cover information held in the EDMS</i>	
	Improved Service to Customers				JO		
NF	Improved and enhanced service provision to customers and external stakeholders (e.g. Members, CSG), including replies to requests for information. This is because information can be found more quickly and		30% improvement in customer satisfaction relating to providing	Year 2	JO	Survey. Management reports	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
	with greater accuracy.		information				
NF	Enabling better co-ordination of information and advice due to ease of finding related information.		30% improvement in coordination of information and advice	Year 1	JO	Survey - is it quicker and easier to respond to enquiries	
NF	Better quality and more complete records with the potential to support detailed official enquiries due to improved management of information.		30% improvement in improvement and responding to official inquiries	Year 1	JO	Survey - is it quicker and easier to respond to official enquiries	
	Enabling Other benefits				JO		
NF	Facilitation of flexible working, including home working and hot-desking due to information being more easily accessible and able to be found		95% of people happy with working in a flexible manner	Year 2	JO	Survey - People able to work away from office effectively	
NF	Platform for moving to e-Service Delivery. EDM provides the basis for organisations wishing to move to e-service delivery. Without effective management of electronic records it is impossible for organisations to provide secure electronic services. An EDMS will help LBB introduce more e-services.	Aren't we already doing this? If so, delete this benefit	Management of electronic information is not a barrier to the adoption of new e-service delivery.	Year 1 but dependant on the Council expanding e-services	JO	Measure by service adoption	
NF	Enable workflows to be developed so that business processes can be improved.		90% of processes implemented by workflow processing have faster processing timer and less problems	Year 2	JO	Able to implement workflows that use electronic information held in the EDMS	
NF	Support Business Growth. Effectively managing electronic information, and reducing reliance on paper, allows LBB to grow without facing bottlenecks from paper processing and handling.		Business growth not hampered by information processing and management	Year 2	JO	Survey	

Benefit type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will start to be realised	Benefit owner	How will the benefit be measured	Baseline value (£, % etc.) and date (TBC)
NF	Will support LBB to deliver the Information Management Strategy		EDMS fully aligned with Information Management Strategy	Year 1	JO	Survey	
NF	Will support LBB to deliver the Corporate Plan by aligning with the following: 'By 2020, the council will be a more modern and flexible employers, having implemented a range of changes to the working environment to better meet the needs of its staff.'- Corporate Plan p16-17. The Council will "Invest in new IT to enable staff to work more flexibly across a range of locations, allowing them to be closer the residents they work with Corporate Plan p17		100% aligns with the Councils Corporate Plan in terms of delivering new technical enablers outlined in the Corporate Plan	Year 1	JO	Survey	

29 Document Control

Record the information relevant to this document in this section

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29.1 Document History

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Date	Version	Reason for change	Changes made by
10/10/2016	V01-07	Development for initial review by Programme Board Representative	Jane Proffitt/Jenny Obee
29/11/2016	V08	Draft Version for Programme Manager Review	Jane Proffitt
2/12/2016	V09	Draft Version for Programme Manager edits	Jane Proffitt
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05/12/2016	V0.11	Distributed to Programme Board	Jamie Masraff
13/01/2017	V0.12 - 013	Edits	Jane Proffitt
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29.2 Distribution List:

Enter the names of the people or groups that the document has been sent to, their role and when

Name	Role	Date
Anisa Darr	Director of Resources	06/02/2017
Jamie Masraff	Strategic Lead Programmes & Performance	06/02/2017
Jenny Obee	Head of IT and Information Management	06/02/2017
TW3 Programme Board		06/02/2017


29.3 Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Full Business Case for EDMS, O365 and UC project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version
Anisa Darr	Director of Resources			
Jamie Masriff	Strategic Lead Programmes & Performance			
Jenny Obee	Head of IT and Information Management			
Policy & Resources Committee				

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AGENDA ITEM 10

	<p style="text-align: center;">Policy and Resources Committee</p> <p style="text-align: center;">23 February 2017</p>
<p style="text-align: right;">Title</p>	<p>Business Planning 2017-2020</p>
<p style="text-align: right;">Report of</p>	<p>Chief Executive and Section 151 Officer Interim Chief Operating Officer Director of Resources</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – 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 C3 – Capital Programme Adjustments Appendix D – Housing Revenue Account Appendix E – Dedicated Schools Grant Appendix F1 – Fees and Charges for noting Appendix F2 – Fees and Charges for approval Appendix G – Consultation report Appendix H – Cumulative Equalities Impact Analysis (CEIA) Appendix I – Treasury Management Strategy Appendix J – Transformation Programme Appendix K – Reserves and Balances Policy Appendix L1 – Debt Management Policy Appendix L2 – Write Offs Appendix M – Corporate Risk Register Appendix N – Corporate Plan Addendum</p>

Officer Contact Details	Anisa Darr, Director of Resources Anisa.Darr@barnet.gov.uk Patricia Phillipson, Interim Head of Finance Patricia.phillipson@barnet.gov.uk
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Summary
<p>On 15 December 2016, Department for Communities and Local Government (CLG) published the provisional local government finance settlement which set out the individual authority grant allocations. Consultation around the budget proposals ran from 5 December 2016 to 19 January 2017 and the results of that are analysed and presented in this report. This report proposes a balanced budget for agreement based on a revised Medium Term Financial Strategy (MTFS); in line with the DCLG publication and consultation results.</p> <p>The report sets out the savings proposals and capital programme for the period 2017-20 and Council Tax for 2017/18.</p>

Recommendations
<p>The report recommends that the Committee:</p> <p>1.1 Consider the issues that have emerged from the consultation when making their decisions. That the committee are also mindful of the equalities impact assessments, including the cumulative equalities impact assessments, when making the decision below;</p> <p>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 2017-20, 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. Taking the consultation responses and the equality impact assessments into consideration;</p> <p>1.3 Recommend to Council that the budget for 2017/18 is prepared on the basis of no increase to council tax in 2017/18, other than for the increase set out below in 1.4;</p> <p>1.4 Recommend to Council applying a social care precept at 3% in 2017/18 – to help fund care for the elderly;</p> <p>1.5 Note that the Chief Finance Officer, under their delegated powers in accordance with para 4.3.2 of the Financial Regulations, has calculated 139,049 (band D equivalents) as the amount for the Council Tax base for the year 2017/18 [item T in the formula in Section 31B (1) of the Local Government Finance Act 1992, as amended (the “Act”)];</p> <p>1.6 Recommend to Council for approval, the following amounts calculated for the year 2017/18 in accordance with Sections 31(A) and (B), 34, 35 and 36 of the</p>

Act:

- a) £1,042,180,636 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) £881,620,756 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) £160,559,880 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) £1,154.70 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
769.80	898.10	1,026.40	1,154.70	1,411.30	1,667.90	1,924.50	2,309.40

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 listed in valuation band D, calculated by the council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

- 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 2017/18 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 Council Tax Increases (Principles)(England) Report 2017/18 - 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 2017/18 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
186.68	217.79	248.91	280.02	342.25	404.47	466.70	560.04

- 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 2017/18 for each of the categories dwellings shown below:

Council Tax for Area (£)

A	B	C	D	E	F	G	H
956.48	1,115.89	1,275.31	1,434.72	1,753.55	2,072.37	2,391.20	2,869.44

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 (see 1.11 below).
1.11	Notes that the working age non-dependent (ND) charges be uprated as set out in paragraph 1.7.13
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 the capital budget changes as set out in Appendix C3 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 2017/18 throughout the capital programme after the 2016/17 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 2017/18 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 1.10.3 to take effect from 1 April 2017; b) The proposed increase to service charges for council dwelling as set out in paragraph 1.10.9 to take effect from 1 April 2017; and c) The proposed rent increase of 2.2% for council garages as set out in paragraph 1.10.9 to take effect from 1 April 2017.
1.17	Approve the Housing Revenue Account estimates for 2017/18 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 fees and charges for hire of Hendon Town Hall as detailed in Appendix F2 and note the Adult's, Children's and Environment fees and charges that were approved at their relevant Theme Committee as detailed in Appendix F1;
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;
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 1.12 and the Chief

Finance Officer's assessment of adequacy of reserves in section 1.12. The Committee recommend to Council that the CFO be authorised to adjust balances in 2017/18 after 2016/17 accounts are closed and the amount of balances carry forward required are known;

- 1.22 Approve revenue budget movements as set out in para 1.14;**
- 1.23 Note the progress of the transformation programme as detailed in Appendix J;**
- 1.24 Recommend to Council to approve the debt write offs as detailed in Appendix L and summarised in para 1.14.11;**
- 1.25 Note the corporate risk register and recommend it to Council as set out in Appendix M; and**
- 1.26 Recommend to Council for approval the Corporate Plan – 2017/18 addendum attached as Appendix N.**

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

- 1.1.1** Business planning and strategic management enable the council to plan its future direction on the basis of the best strategic fit between the resources available to meet stakeholder needs and expectations and the environmental conditions which prevail. This report sets out how the council intends to do this and the assumptions it has made.
- 1.1.2** On 23 November 2016, the Chancellor of the Exchequer set out the Autumn Statement 2016. The Autumn Statement is based on the latest forecasts from the Office for Budget Responsibility (OBR) for the economy and public finances. On 15 December 2016, the Provisional Local Government Finance Settlement 2017/18 was announced by Department for Communities and Local Government (CLG).
- 1.1.3** In March 2016 the Council agreed plans to achieve reductions of £61.5m for the period 2017 to 2020. This included savings of £56.5m and a commitment to support the budget in 2019 with £5m from reserves.
- 1.1.4** Policy and Resources committee received a report in December 2016, which revised the MTFS and identified that Theme Committees had confirmed savings of £53.3m, use of reserves of £9m (up to 2020), leaving a gap of £3.2m, of which £2.9m would fall in 2017/18.
- 1.1.5** This report sets out the savings proposals and use of reserves, revised by Theme Committees, in line with commissioning priorities, to close this budget gap. It also sets out consultation responses, equality impact assessments and capital investment proposals that are required to ensure Barnet is able to support the growth needed.

1.2 Strategic Context

- 1.2.1 The past six years has been a period of significant challenge for local authorities due to a combination of reduced funding and increasing demand. Barnet has risen to this challenge, having successfully saved over £112m between 2011 and 2016, whilst maintaining high levels of resident satisfaction. The latest Residents' Perception Survey indicates that 89% of residents are satisfied with their local area as a place to live and over 75% feel that the council is doing a good job. With financial pressure on the council set to continue, the next five years and beyond will present further challenges. However, this is also a time of significant opportunity.

Delivering quality services

- 1.2.2 Over the next financial year the council has ambitious plans and will strive to ensure that, despite the challenges, quality local services are provided. This means making sure we get the basics right, and focussing on those services that matter the most to our residents; keeping our neighbourhoods and town centres clean and safe; maintaining our parks and open spaces; ensuring that our roads and pavements are well looked after and that we are reaching the highest possible standards of air quality. To support this, we are taking a strong enforcement approach against those who litter and fly-tip, including businesses who do not dispose of their waste responsibly. We will ensure that developers pay for any damage that they cause to our roads and pavements through a deposit scheme for those erecting hoardings, and recording the highway condition before and after development. We are also developing a borough-wide Transport Strategy that will outline an approach to supporting sustainable travel, encouraging the use of electric vehicles and car clubs and using fees and charges based on environmental impact to help improve air quality.
- 1.2.3 Doorstep recycling and waste collection remain our highest rated services in terms of resident satisfaction, with 73% and 77% rating these services excellent or good respectively. We will continue to work in line with our new Recycling and Waste Strategy to ensure that we provide the best possible service to our residents whilst also promoting waste minimisation and increasing recycling, especially food recycling. We aim to meet the target set by the Strategy to recycling 50% of municipal waste by 2020.
- 1.2.4 We will provide easy access to information, advice and services and improve our green spaces to support our residents to stay happy, healthy, independent, and enjoy a good quality of life. Alongside this, we will put in place additional support for our most vulnerable residents. This means we will encourage all those who are able to participate in the community, be in work or education, and to look after the physical and mental well-being of themselves and their family. A key focus of this will be to make Barnet the most family friendly place to live in London. We will work with partners to make sure our children, young people and their families are safe, healthy, resilient and knowledgeable, as well as responsible, informed and listened to.

Responsible growth, regeneration, and investment

- 1.2.5 Despite the increasing pressure on resources, a key part of Barnet's strategy, while we continue to reduce day to day spending, is to invest in the borough's critical infrastructure over the coming years to ensure that Barnet remains a great place to live, work, and study. We are doing this by investing the proceeds of growth, from developers and external funding, into essential infrastructure for all residents. Whilst improving the built environment, we will also ensure that we protect what matters to our residents, such as the character of the borough, our parks and green spaces and our excellent schools.
- 1.2.6 Growth is a key part of supporting the council in the future as funding from central government reduces and the council increasingly has to raise its income locally through Council Tax, business rates, and some fees and charges. Our capital investment programme – which totals £834 million to 2020 – is in place to ensure the future sustainability of the council through laying the foundation for generating future income locally and using the proceeds of growth to invest in further infrastructure in the borough.
- 1.2.7 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. The Treasury has made financial commitments to support our regeneration plans at Grahame Park which is part of the wider Colindale regeneration scheme, and Brent Cross Cricklewood, including £97m to fund a new Thameslink station which will link the new shopping centre to central London. The council has also invested almost £20m in highway improvements in Colindale and West Hendon to support the wider regeneration in these areas, as well as an additional £2m that is being invested in highways improvements across the borough.
- 1.2.8 The council is investing £1.5m in building new community hubs, including the Childs Hill Library and Community Hub, putting more local services under one roof to bring people together and better equip residents to help themselves. We are also investing, in 2018/19, over £3.7m in early education and childcare places to ensure that each child is able to get the best start in life. This is in addition to the £3.2m that has been invested as part of the existing capital programme.
- 1.2.9 The council is committed to keeping all libraries open and is investing significantly to ensure that they are technology enabled to enhance the number of hours that residents can access the service.
- 1.2.10 Alongside the creation of jobs that will come through our regeneration scheme, the council is also working with partners to ensure the right support is in place to allow our residents to access these opportunities. Barnet is currently trialling a number of programmes that aim to get our residents better equipped to find sustainable work, including 'Opportunities for Young People' which aims to cut the number of NEETs by half through targeting at risk Year 8 students, and the 'Skills Escalator' which supports working people on low incomes to obtain higher paid work to reduce their dependency on benefits.

Building resilience in residents and managing demand for our services

- 1.2.11 The £61.5m revenue budget gap to 2020 is not simply due to continued reductions in Government funding; changing demographics, a growing population, and a rising cost of living are placing an increased demand on the public services we offer. This challenge is going to intensify over the years ahead as London and Barnet continue to grow.
- 1.2.12 A core part of our strategy is ensuring that services across the council are designed to reduce demand so that our resources can be targeted at those most in need, while delivering better outcomes for residents. This includes investing in early intervention and prevention – treating the cause rather than the symptom of an issue and stepping in before a critical stage is reached – reducing failure demand through ensuring that our processes are working as effectively and efficiently as possible, and promoting independence in the community to avoid reliance on statutory services.
- 1.2.13 Barnet currently has the largest population of any London borough (376,065) and this is expected to continue increasing. Barnet has the second largest population of children and young people in London and a 0 – 15 population significantly higher than the UK's as a whole. Demand in Children's Social Care had been increasing over the years as the number of vulnerable children in the borough increases, with a 10% increase in referrals to social care over the past two years. A resilience based strategy is being implemented across Children's Services which focuses on strengths of families and the opportunities available to them. By intervening early in this way, we are also able to reduce the demand into higher cost services, such as residential care, by addressing and responding to issues as they arise rather than waiting until they reach a critical stage.
- 1.2.14 Barnet is also an ageing borough with a higher 85+ population than other outer London boroughs and the rest of the UK, adding further pressure to Adult Social Care services. To reduce the ongoing and increasing cost of social care, Barnet Homes is investing in two additional sites for Extra Care schemes to support independence and allow people to stay in their own homes as long as possible through purpose built supported living sites. To help people to become more resilient, Adult Social Care has adopted a strengths-based approach which focuses on the strengths of individuals and how they will be able to achieve the outcomes they desire. To support this approach, two Care Space 'hubs' have been set up in community settings as a different space for people to have strengths-based conversations with a social care practitioner. This has helped people to better manage their own health and social care needs by using community resources. Feedback collated from these trials shows high levels of client satisfaction.
- 1.2.15 Another example of how we are working to manage demand is our digital by default agenda which is a key part of the Customer Access Strategy, aiming to move towards 80% of contact with the council being online or via other digital means by 2020. This is more flexible for our customers and reduces the resource required to deal with transactions, whilst still supporting those who are digitally excluded and directing resources to those who require more targeted support.

Transforming local services

- 1.2.16 For all of our services, we are considering the case for delivering differently in order to meet our priority outcomes. In Adult Social Care this has meant the move to a 'prevention and early support at scale' vision. We are working with other parts of the public sector to achieve this through more joined up services that will deliver better outcomes for residents, as well as costing less by working together more efficiently. An example of this is the Barnet Integrated Locality Team (BILT) which works across the borough to provide community based support to service users and patients who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. This integrated health and social care approach helps vulnerable adults to stay well and living in their own home, easing demand for costly residential care and reducing pressure on the NHS.
- 1.2.17 A further example of service transformation is changing the way we work with local partners. The Burnt Oak Opportunities Support Team (BOOST) is a two-year project that puts all relevant services – Barnet Homes, Love Burnt Oak, Future Path, and Barnet Council – in one place to help those in the Burnt Oak area develop new skills and overcome any obstacles to employment. This allows targeted support and aims to support people into work as well as improving the wellbeing of those who have been helped. Burnt Oak is one of our most deprived wards with high levels of unemployment, and since its launch in June 2015, the BOOST team has supported nearly 200 people into work.
- 1.2.18 The council is transforming the way it works to help staff do their jobs more effectively and make the organisation more accessible to those who use its services, whilst also reducing the amount spent on accommodation. The office move to Colindale is a key part of our smarter working approach and will support the ongoing regeneration in the west of the borough as well as bringing us closer to the community.

Promoting engagement, facilitating independence, and building community capacity

- 1.2.19 As the council has to do less over the next few years due to reduced funding, we will work with communities to help them take on more responsibility for their local areas. The council will play a facilitating role in empowering and equipping communities to do more for themselves to reduce dependency on statutory services. Where appropriate, this also includes working with the community to tailor services to their needs; engaging the community in the design and delivery of our services will ensure that they are matched to local need and more successful in reaching the desired outcomes.
- 1.2.20 Community capacity refers to the community's ability and willingness to carry out civic responsibilities. To support community capacity building, the council's Community Participation Strategy aims to build stronger partnerships between the council and the community, coordinate and improve the support

the council can give to communities, and take more account of community activity when making decisions about delivering the borough's priorities. The strategy has several work streams to help meet these aims, for example, developing a comprehensive database of voluntary, community, and faith sector organisations so residents can find local support.

- 1.2.21 We are committed to fair treatment for all our citizens, balancing their different needs and rights as we support our more vulnerable residents and incorporate the principles of equality into everything we do as a council. The council's strategic equalities objective that "citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer" is outlined in our Corporate Plan.

Autumn Statement and Local Government Settlement 2016

- 1.2.22 On 23 November the Chancellor of the Exchequer announced the Autumn Statement 2016, in it he made a number of policy announcements including confirmation that the Autumn Statement will be abolished and the Budget will move to the autumn, with a Spring Statement introduced from 2018.

- 1.2.23 The key headlines for London and Local Government are as below:

- Previously announced Local Growth Fund, worth £2.3bn by 2020/21, to be allocated to Local Enterprise Partnerships (LEPs); £492m for London and South East;
- £2.3bn by 2020/21 for Housing Infrastructure Fund, funded by the National Productivity Investment Fund (NPIF), and allocated to local government on a competitive basis;
- Devolution of adult education budget (subject to readiness conditions) and the Work and Health programme were confirmed, and the Government will 'continue to work with London to explore further devolution of powers over the coming months';
- It was announced that there would be no changes to local government funding, including no increases to social care funding. However, on 15 December 2016, the Government announced the Local Government Finance Settlement for 2017/18 which included a proposal to allow all councils to increase the level of social care precept to 3% (previously 2%), with options for a further 3% increase in 2018/19. Note that rather than an increase in funding for social care, this would simply bring forward the funding generated, as the Settlement confirmed that councils will be unable to generate more than 6% through the precept over the next three financial years.

- 1.2.24 The existing 1.99% 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.

UK economy to 2020

- 1.2.25 Government predicts that the UK is likely to face a period of uncertainty, followed by adjustment.

1.2.26 Compared to OBR's forecast in Budget 2016, borrowing is higher in every year of the forecast and £32bn higher in 2020/21. Debt peaks at over 90% of GDP in 2017/18 due to a combination of higher borrowing, lower asset sales and the impact of the Bank of England's monetary policy operations.

1.2.27 The Government is no longer seeking a budget surplus in 2019/20 and will return the public finances to balance 'at the earliest possible date in the next Parliament', with an interim objective of reducing the structural deficit to less than 2% of GDP, and for debt as a percentage of GDP to be falling by the end of this Parliament.

Public spending to 2020

1.2.28 The Government's Spending Review in autumn 2015 set out total public spending reductions of £21.5bn to 2020. This was subsequently revised at the 2016 Budget, with a further £3.5bn of savings to be made in 2019/20. These are to remain in place.

1.2.29 The Government will take forward a series of 'efficiency reviews' across departments to achieve these additional reductions, which will report in autumn 2017. Of the £3.5bn savings to be identified, £1bn is intended for reinvestment in priority areas. There are no further details at this stage, although Local Government funding will be in scope.

Service specific national and regional context

School improvement

1.2.30 The Government's 'Schools that work for everyone' consultation ended in December 2016. The consultation had four main strands relating to selective (grammar) schools, faith schools, independent schools, and universities.

1.2.31 The Government is also consulting on the move towards a national funding formula for schools. The first part of the consultation is now complete, with stage 2 launched in December 2016. Barnet's Schools Forum and the Children, Education, Libraries and Safeguarding Committee have received reports setting out what is currently known but it is too early to indicate the financial impact on school funding in Barnet.

Children's Social Care

1.2.32 The Children and Social Work Bill, unveiled in the Queen's Speech in May 2016, aims to reduce delays in placing children with an adoptive family. The new law will also aim to improve social care standards across England.

1.2.33 At present the funding arrangements for the implementation of the new requirements has not been confirmed or identified.

Migrants

- 1.2.34 Section 67 of the Immigration Act 2016 (the Dubs Amendment) sets out the legislative framework for the accommodation of up to 3,000 child migrants by local authorities in the UK. The first of these children have arrived from Calais and further group of children are expected throughout the year.
- 1.2.35 Central Government has set out the funding arrangements for these children although there is a consensus within local government that this resource is not sufficient to cover the costs.
- 1.2.36 Barnet has worked with neighbouring authorities in London to secure 100 places for children from Calais. The council could be required to increase our numbers of unaccompanied asylum seeking children by a further 26 to meet this legislative requirement.
- 1.2.37 The council is on course to meet its commitment to resettle 50 Syrian refugees through the government's Vulnerable Persons Relocation Scheme by spring 2017.

Adult Social Care

- 1.2.38 During 2016, every health and care system worked together to produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision. Local health and care systems have come together in STP 'footprints' with Barnet included in the North Central London sub-regional area. The health and care organisations within these geographic footprints will work together to narrow the gaps in the quality of care, their population's health and wellbeing, and in NHS finances.

Housing

- 1.2.39 The Housing White Paper 'fixing the broken housing market' was published on 7 February 2017, this sets out the government's plans to reform the housing market and boost the supply of new homes in England.
- 1.2.40 For local authorities, the Government is offering higher fees and new capacity funding to develop planning departments, simplified plan-making, and more funding for infrastructure. This is intended to make it easier for local authorities to take action against those who do not build out once permissions have been granted. The Government asks local authorities to be as ambitious and innovative as possible to get homes built in their area. All local authorities should develop an up-to-date plan with their communities that meets their housing requirement (or, if that is not possible, to work with neighbouring authorities to ensure it is met), decide applications for development promptly and ensure the homes they have planned for are built out on time. The government are interested in the scope for bespoke housing deals to make the most of local innovation. Where local authorities are not making sufficient progress on producing or reviewing their plans, the Government will intervene. Where the number of homes being built is below expectations, a new housing delivery test will ensure that action is taken.

- 1.2.41 The Government intends on bringing social sector housing in line with the private market by capping social sector rents to the Local Housing Allowance (LHA) rates. In the Autumn Statement 2016 the government announced a delay to the implementation by one year, to April 2019. The cap will be applied to all new tenants in supported accommodation from April 2019, and the government will provide additional funding to local authorities, so that they can meet the additional costs of supported housing in their area. For general needs housing, the cap will now apply from April 2019 for all tenants on Universal Credit, and to Housing Benefit tenants whose tenancies began or were renewed since 2016.
- 1.2.42 Government announced a Housing Infrastructure Fund, funded by the National Productivity Investment Fund (NPIF), totalling £2.3bn by 2020/21. This will be allocated to local authorities on a competitive basis to provide infrastructure targeted at unlocking new private house building in the areas where housing need is greatest.
- 1.2.43 A regional pilot will be funded by Government to trial Right to Buy for Housing Association tenants enabling over 3,000 tenants to access discounts. There has been no further detail about the disposal of high value assets which is supposed to fund the wider roll out of this policy.
- 1.2.44 The Mayor had indicated that he wished to introduce a number of measures in relation to housing, the impact of which is not yet known.

North London Waste Authority (NLWA)

- 1.2.45 The North London Waste Authority submitted a Development Consent Order (DCO) application for an Energy Recovery Facility at Edmonton EcoPark, to replace the existing Energy from Waste plant at the EcoPark, which is coming to the end of its operational life. The Secretary of State decision on the DCO is due by 24 February 2017.
- 1.2.46 Decisions will then need to be made on the most effective way to fund the construction costs of the new replacement facility. This will bring financial challenges as it is anticipated that the levy that the seven constituent boroughs will pay to NLWA will be higher than they are now, as the constituent boroughs are currently benefitting from a low levy due to an existing plant that is over 45 years old.
- 1.2.47 The delivery and funding method of the preferred option has not been explored by the Authority yet, however early indications of the impact on the levy show an increase of £6m by 2020/21 and a further £4m by 2025/26. This estimate is based on all constituent boroughs achieving 50% recycling rates, which looking at current recycling rates, is an optimistic assumption and therefore the increase in levy could be more.

1.3 Corporate Plan - 2017/18 addendum

- 1.3.1 In April 2015, Council approved a five-year Corporate Plan covering the period 2015 to 2020. Each year, an addendum is published with revised

activities and indicators for the year ahead. These are aligned to the strategic priorities - delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity – and ensure the council remains focused on the things that matter most.

1.3.2 The activities and indicators, including new and revised targets, have been reviewed by Performance and Contract Management Committee on 5 January 2017; and performance will be monitored throughout the year.

1.3.3 The 2017/18 addendum is included as Appendix N.

1.4 Medium Term Financial Strategy

1.4.1 The Medium Term Financial Strategy (MTFS) is the Council's major financial planning document. It puts the financial perspective on the council's Corporate Plan priorities, expressing the aims and objectives of various plans and strategies in financial terms up to March 2020. It is a key element of sound corporate governance and robust financial management.

1.4.2 The Medium Term Financial Strategy from 2017/18 to 2019/20 is set out at Appendix A. It takes into account national economic factors such as forecasts to Government spending and inflation, along with local factors which will have an impact on the councils budget such as population change, housing development and regeneration as well as other demand pressures on services.

1.4.3 The Council meeting in March 2016 agreed plans to achieve reductions of £61.5m for the period 2017 to 2020. This included savings of £56.5m and a commitment to support the budget in 2019 of £5m from reserves.

1.4.4 Policy and Resources Committee received a report in December 2016, which revised the MTFS and identified that Theme Committees had confirmed savings of £53.3m, use of reserves of £9m (up to 2020), leaving a gap of £3.2m, of which £2.9m would fall in 2017/18.

1.4.5 The provisional 2017/18 local government finance settlement in December 2016 set out the Government's council tax referendum principles for 2017/18 and the core principle of a 1.99% referendum trigger remains in place for an authority's council tax increase.

1.4.6 The main change to Council Tax announced as part of the 2017/18 settlement is the increase in the flexibility permitted in the use of the Social Care Precept (SCP). The council will have the freedom to increase by up to 3% in 2017/18 or 2018/19, but cannot exceed 6% in total over the three-year period (2017-20). An addendum to the budget consultation document was published on 19 December 2016 to take account of this announcement.

1.4.7 Other implications for this council from the provisional local government finance settlement in December 2016 are as follows:

- New Homes Bonus (NHB): Reduction in the number of years for which NHB is paid – the current scheme makes payments for six years and this will be reduced to five years in 2017/18 and then to four years from 2018/19. The estimated impact is a reduction in funding of £5m over the period to 2020. There is still no confirmation about the future of NHB post 2020.
- Education Services Grant (ESG): Reduction of £3.6m.
 - The ESG is additional funding given to academies and local authorities for services such as school improvement, education welfare services, asset management and strategic planning. It is made up of two elements – a retained duties element (£0.8m) which covers statutory duties in relation to all schools (including Academies and Free Schools) and a general fund element (£2.8m) that relates to local authority statutory duties in respect of maintained schools.
 - The DfE has moved the retained duties element into the Dedicated Schools Grant (DSG) and has allowed local authorities to retain the funding, subject to agreement of the Schools Forum. The Schools Forum has agreed this for 2017/18.
 - The general fund element £2.8m relates to statutory duties in respect of maintained schools only and will be withdrawn entirely by 2018/19. However, there is transitional funding of £1m for 2017/18 only meaning the reduction is £1.8m in 2017/18.
 - The DfE has also announced allocations of a School Improvement Fund, a separate grant for School Improvement, which was previously funded from the ESG. Barnet's provisional part-year allocation (September 2017 to March 2018) for 2017/18 is £0.192m.
 - Local authorities (LA) may top-slice schools block funding for maintained schools for the general fund element with the approval of the maintained school members of the Schools' Forum. If the LA and Schools Forum are unable to reach consensus on the level of the DSG to be retained by the local authority, the matter will need to be referred to the Secretary of State.
 - In the light of the allocation of transitional funding for 2017/18, it is not proposed to ask for retention of DSG funds (from the allocations to maintained schools) for 2017/18. However, it may be necessary to consider the position in respect of 2018/19 and future years, having regard to the overall budget position facing the council and the various factors impacting on school budgets.
- Better Care Fund (BCF): Increase in 2018/19 of £2.7m and an increase in 2019/20 of £5.9m. However, specific requirements for use of this fund in future years may not stay the same. There is uncertainty around how much of this will be for social care until each year's BCF guidance is published and joint agreement is required with the NHS.
- Adult Social Care Grant: this is a one-off grant of £1.4m for 2017/18 only. This is the allocation of the NHB "saving" in proportion to the adult social care relative needs formula from 2013/14 so that all authorities with responsibility for social care receive a share of this funding.

1.4.8 Consultation with the public took place between 5 December 2016 and 19 January 2017 on the overall budget for 2017/18, the savings proposed and the options for Council Tax. The options to close the £2.9m gap were to either

increase general council tax by 1.99% in 2017/18 or meet it from reserves and then allocate a further £2.9m to the Theme Committee savings target in 2018/19. The view from the consultation was not to increase general council tax but to use reserves, find additional savings and apply the adult social care precept of 3%.

1.4.9 Main assumptions within the MTFS are:

- **Pressures:** an assumption has been made in the MTFS for future demographic pressures specifically for Adults and Children's Social Care costs. This is based on the latest demographic projections from the GLA and specific data from the Projecting Older People Population Information System (POPPI) and the Projecting Adult Needs and Service Information System (PANSI). Based on existing budget monitoring, underlying budget pressures have also been factored into the budget;
- **Inflation (pay):** the local government pay award has been confirmed as 1% increase for 2017/18;
- **Inflation (non-pay):** contractual inflationary amounts have been included, but general inflation has to be met from existing budgets;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA but levy information for 2017/18 will be finalised in February 2017;
- **Capital financing costs:** the council's borrowing requirement has been reviewed, taking into account the latest projections on the current capital programme spend;
- **Concessionary fares:** increases have been projected in line with demographic changes of the 60+ population in Barnet;
- **Business rates:** the business rates revaluation, which will come into effect on 1 April 2017, has increased the value of the property base by 11.91%. Due to the nature of the national rating scheme the multiplier will also be adjusted to take into account the national growth. Accordingly, this has been reduced to 46.6p. The income for Barnet for 2017/18 is forecast at £35.091m with an additional grant for government incentivised schemes such as small business rates relief, of £1.383m;
- **Revenue Support Grant:** this reflects the multi-year funding settlement to 2020 following the councils successful submission to the Department for Communities and Local Government of its 'Efficiency Plan';
- **Social Care Precept:** the MTFS assumes 3% for 2017/18 and 1.5% for 2018/19 and 2019/20;
- **General Council tax:** no increase assumed in the MTFS;
- **Individual Electoral Registration:** government grant funding towards this has ended and to continue the work £190k will be allocated towards this from contingency in 2017/18.

1.4.10 Current pressures provided for in the MTFS

- Adult social care pressure (includes existing overspend and future projected demographic growth) of £7.4m;
- Vulnerable children pressures of £500k, including changes associated with Lord Dubs' amendment to the Immigration Bill;
- Children's, Education and Family services demographic pressures £1.9m

- Environment related pressures £1m
- Estates - increased security costs and increased costs relating to Health and Safety compliance checks £500k (net of mitigating factors)
- Homelessness pressure, estimated to be £1.3m (net of mitigations being put in place)
- Apprenticeship levy for council employed staff and maintained schools £650k

1.4.11 Mid to Long-Term Pressures (post 2020)

- North London Waste Authority (NLWA): funding of future of residual waste management arrangements is likely to incur costs in the region of £6m by 2025

1.4.12 There are known risks which have not been factored into the current MTFS, these are:

- Impact of not achieving 50% recycling rates: the estimated impact of the new facility on the borough levy is an increase of £6m from 2021 onwards. However this is predicated on achieving 50% recycling rate. There are poster campaigns planned to achieve behaviour change through education and information, however this will require a change in current practices;
- Demographic increases and increases in complexity of social care packages: the MTFS factors in an increase in demographic pressures, however if the increase that services experience are more than this, then this could result in an overspend across those services impacted, as seen in 2016/17 in Adults services;
- Business rates: on the current business rates retention scheme, there is a risk that the current deficit will continue to grow. The increase in permitted development schemes will add to this pressure;
- Non-pay inflation: the current MTFS assumes an average 2% increase in contract spend, however inflation on some of the contracts is being assessed at 4%, if this is the case on most of the contracts, then this could result in an overspend across services.

Local Government Finance - Post 2020

1.4.13 Although there is still a great deal of uncertainty around the local government funding, any new Local Government Finance System will no doubt place increasing emphasis on the council being more self-sufficient.

1.4.14 The Government's consultations on "Self-sufficient local government: 100% business rates retention" and "Fair Funding Review: Call for evidence on Needs and Redistribution" both closed on 26 September 2016. The Department for Communities and Local Government (CLG) are analysing responses.

1.4.15 The proposals in the consultation indicated that retention of business rates at local authority level will be in exchange for additional responsibility and a reduction in separate grants. The Fair Funding Review will consider what the relative needs assessment formula should be following the implementation of 100% business rates retention. It will deliver an assessment of relative needs

within a fixed amount of business rates income. The distribution of funding for new responsibilities will be considered on a case by case basis once these responsibilities are confirmed; they are likely to have bespoke distributions.

1.4.16 The Local Government Finance Bill, is currently passing through parliament. This creates an opportunity for the Greater London Authority to be part of a pilot in 2017, although that will not affect Barnet at this stage. Government have announced that the full retention scheme will be in place by 2020.

1.4.17 The Local Government Finance Bill aims to:

- provide the legislative framework for the introduction of full retention of business rate revenue by local authorities;
- give effect to a number of adjustments to liability for business rates arising from recent policy reviews and decisions, and permits initiatives towards greater digitisation of rates collection;
- permit the imposition of 'infrastructure supplements' by mayoral combined authorities and the Mayor of London, as agreed in a number of the 'devolution deals' concluded in 2014-16; and
- introduce a new 'property owner levy', built upon the concept of 'property owner Business Improvement Districts' developed in 2014, and extends the power to create business rate supplements to mayoral combined authorities.

Barnet's response

1.4.18 The council will be undertaking a 'Priorities and Spending Review' (PSR) to fully revise the MTFS through to 2023, presenting options to the new administration following the May 2018 local elections.

1.5 Savings proposals

1.5.1 The proposed budget for 2017/18 reflects a budget gap of £19.825m, with savings proposals to reach a balanced position. These savings are set out in detail in Appendix B1 and B2.

	2017/18 £000
Budget Gap before savings and pressures	19,825
Proposed Savings	(19,825)
Budget Gap after savings	0

1.5.2 The 2017/18 savings targets by Theme Committee are as below:

Theme Committee	2017/18 £000
Adults & Safeguarding	4,867
Assets, Regeneration & Growth	4,976
Children, Education, Libraries & Safeguarding	3,656

Theme Committee	2017/18 £000
Environment	3,965
Policy & Resources	2,361
Total	19,825

1.5.3 The combined Theme Committee savings targets from 2017 through to 2020 are set out below:

Theme Committee	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Adults & Safeguarding	4,867	4,854	5,348	15,069
Assets, Regeneration & Growth	4,976	4,995	2,088	12,059
Children, Education, Libraries & Safeguarding	3,656	2,624	5,679	11,959
Community Leadership	-	-	243	243
Environment	3,965	1,915	680	6,560
Policy & Resources	2,361	2,289	3,323	7,973
Total	19,825	16,677	17,361	53,863

1.5.4 The detailed savings plans are included at Appendix B, and the main savings in each theme committee are listed below:

- Adults and Safeguarding Committee- £15.069m
 - 3rd party spend
 - Shared services and new delivery models
 - Transformation of 'Your Choice Barnet' supported living and day care services
 - Support for working age adults
 - Mental health service users – step down/independent living
 - Integrated later life care
 - Assistive technology
- Assets, Regeneration and Growth Committee - £12.059m
 - Accommodation strategy
 - Increase in council tax base
- Children's, Education, Libraries and Safeguarding Committee - £11.959m
 - Contract management
 - LAC placement commissioning and social care demand management
 - Early years

- Libraries
- Community Leadership Committee - £0.243m
 - CCTV reducing expenditure
- Environment Committee - £6.560m
 - Street scene – commercial waste and cleansing income
 - Street scene – waste and recycling collection
- Policy and Resources Committee - £7.973m
 - Shared services
 - Borrowing costs and deposit income
 - CSG contract

1.6 The ‘ring fenced’ budgets are shown below:

Better Care Fund (BCF)

- 1.6.1 The total 2016/17 Barnet BCF allocation is £24.3m and is used to fund health services, social care services, major adaptations through the Disabled Facilities Grant and to make investments into the development of integrated services.
- 1.6.2 In 2016/17 the Council was allocated £7.7m of BCF funding; Adult Social Care service spends £6.7m for the protection of social care with the remainder being spent on health and social care integration projects.
- 1.6.3 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 in order to meet the objectives of the pooled fund.
- 1.6.4 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.
- 1.6.5 At this stage it is expected that there will be a small uplift in-line with the NHS tariff (1.5% or 1.1%) in 2017/18. In 2018-20 it is expected that there will be a national increase of £600m for BCF. However, there has been no indication that any additional funding will come into the local authority social care allocation within the BCF funding pot.
- 1.6.6 The total Improved Better Care Fund represents an additional £105 million in 17/18, £825 million in 18/19 and £1.5 billion in 19/20. It is distributed to authorities with social care responsibility based on their adult social care relative needs formula and a calculation for increasing council tax by the additional 2% under the adult social care precept referendum principle. Barnet’s distribution is zero in 17/18, £2.7m in 18/19 and £5.9m in 19/20. The Department of Health (DH) and the Department for Communities and Local Government (DLCG) are still finalising the policy framework for the implementation of the Better Care Fund in 2017/18 and 2018/19. The

Planning Guidance will be published at the same time or shortly after the Policy Framework.

Dedicated Schools Grant (DSG) and Schools Budgets

- 1.6.7 The details behind the way in which the Schools' Budget has been put together is shown in Appendix E, it also includes a table showing a summary breakdown of the Schools' Budget.
- 1.6.8 The council is required to submit a completed Authority Proforma Tool (the APT), to the Department for Education (DfE) annually, 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.
- 1.6.9 The key factors are as follows:
- The government's minimum funding guarantee (MFG) for schools remains the same as in 2016/17 (-1.5%). This means that the maximum reduction in per pupil funding for any school is 1.5%.
 - Barnet's 'Primary:Secondary funding ratio' has remained consistent at 1:1.29 and, in order to maintain this ratio in 2017/18, Schools Forum agreed to increase the secondary age weighted pupil unit (AWPU) by £5 per annum.
 - To ensure the affordability of the MFG protection that means schools do not lose more than 1.5% per pupil in their formula funding, Schools Forum also agreed a change to the amount schools can gain by applying a cap. Schools would keep formula funding gains up to a maximum of 2.25% per pupil.
 - As explained last year, the December 2015 IDACI (Income Deprivation Affecting Children Index) release meant that IDACI scores for all Barnet schools (and in London generally) were lower than in the previous year. To reflect the lower deprivation scores, the DfE has redesigned the IDACI bands to return them to a similar size to previous years. In light of this, Barnet has reverted to funding the 3 most deprived IDACI bands, now classified as A, B and C. The total deprivation expenditure as a percentage of total distribution remains consistent with previous years.
 - All academies and free schools are treated in the same way as maintained schools 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 by the Education Funding Agency from Barnet's DSG.
 - Local authorities are responsible for pupil growth at all schools, except in the first year of opening a new free school. A total of £3.8m is needed in the growth fund budget for 2017/18 to pay for new year groups opening in academies and free schools as well as expansions at maintained schools.
 - As a result of the move to the Early Years National Funding Formula (EYNFF), Barnet will receive £5.90 per hour for three- and four-year-olds, an increase from the £4.80 per hour per child received in 2016/17. It is a requirement of the EYNFF that LAs must set a universal base rate per hour for all providers and it is also mandatory to include a deprivation supplement in the new formula. A further requirement is that in 2017/18 at least 93% of the funding for 3 and 4 year olds is passed on to providers

through a combination of the formula funding for places and an Inclusion Fund to support children with low level or emerging special educational needs in Early Years settings. All these requirements are met in the draft budget that forms the basis of the APT submission.

1.6.10 The funding rates proposed for the 2017/18 financial year are as follows:

	Primary £	Secondary £	Primary £	Secondary £
Age Weighted Pupil Unit	3,325.75	4,782.86	3,325.75	4,772.86
Free School Meals (Ever 6)	1,423.56	505.00	1,423.56	505.00
Lump sum per school	122,000.00	122,000.00	122,000.00	122,000.00
Deprivation: IDACI C	880.00	2,189.44	Bands not in use in 2016/17	
Deprivation: IDACI B	2,100.00	5,224.80		
Deprivation: IDACI A	4,000.00	9,952.00		
Deprivation: IDACI 4	Bands not in use in 2017/18		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	530.00	1,378.00
Mobility	422.90	618.53	422.90	618.53

Housing

1.6.11 Housing Committee has savings that deliver benefits to the Housing Revenue Account (HRA) business plan. These total £2.168m from 2017/18 to 2019/20 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 - £1m;
- Reduced operating costs relating to service redesign - £293k;
- Enhancing the value of contract arrangements, reduced accommodation costs and new ways of effective use of IT – £830k; and
- Stopping 'non-essential' works and re-prioritisation of certain types of non-urgent repairs - £45k.

Public Health

1.6.12 The Spending Review and Autumn Statement 2015 confirmed that the ringfence on public health spending would continue in 2016/17 and 2017/18, with funding expected to reduce by an average of 3.9% per annum over the next 5 years.

- 1.6.13 The provisional Local Government Finance Settlement in December 2016 confirmed that £17.609m grant had been allocated to Barnet for 2017/18.
- 1.6.14 Public Health budgets have been modelled based on the notified grant allocation for 2017/18, plus 2.65% reductions thereafter. However, there is no clarity how Public Health will be funded in the future, pending the results of the Governments consultation on localisation of business rates.
- 1.6.15 To contain spend within the grant allocation, the Public Health outcomes have been reviewed to ensure key priorities remain funded and the public health spending of £17.609m within the councils budgets reflects the grant allocation published for 2017/18.
- 1.6.16 The Council has to consider the most appropriate way for public health funding to be spent, taking account of the joint strategic needs assessment and the Council's overarching statutory duties. The spend on the wider determinants of health, notably in Early Years, has increased. As a result, investment of £147k 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.
- 1.6.17 Underspend of approximately £1.3m from current and previous years will be used to fund and support outcomes that support 'wider determinants of health' in Adults social care.
- 1.6.18 Commissioning intentions and the budget for 2017/18 is due to be presented to Health and Wellbeing Board at its meeting on 9 March 2017.

1.7 Council Tax and Social Care Precept

- 1.7.1 The Council needs to ensure that it has adequate resources to meet its statutory and mandatory obligations and its priorities. Its approach is to deliver a budget that is affordable and with a prudent and realistic level of Council Tax over the period of the MTFS.
- 1.7.2 The council tax base is an important step towards setting the basic amount of Council Tax. The detailed council tax base schedule is included at Appendix B. The Chief Finance Officer, under delegated powers, has determined the 2017/18 council tax base to be 139,049 (Band D equivalents), the calculations are shown in the following table:

Council Tax Base	2017/18 Band D equivalents	2016/17 Band D equivalents
Total properties (per Valuation List)	169,714	168,206
Exemptions	(2,513)	(2,454)
Disabled reductions	(111)	(112)
Discounts (10%, 25% & 50%)	(28,258)	(28,938)
Adjustments	2,319	605
Aggregate Relevant Amounts	141,151	137,307
Non-Collection (1.5% both years)	(2,118)	(2,060)

Council Tax Base	2017/18 Band D equivalents	2016/17 Band D equivalents
Contributions in lieu from MoD	16	77
	139,049	135,324

- 1.7.3 The Localism Act gave local communities the power to decide on council tax increases. The Government determines the limit for council tax increases and if an authority proposes to raise taxes above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise. The Government has indicated that the level that it considers excessive for general council tax in 2017/18 is 1.99%.

Adult Social Care Precept

- 1.7.4 The Chancellor's budget announcement on 25 November 2015 allowed the flexibility of applying a precept of up to 2% annually from 2016/17 to 2019/20 in order to mitigate the impact of the pressures on care for the elderly.
- 1.7.5 On 15 December 2016, as part of the Provisional Local Government Finance Settlement 2017/18, it was announced that there would be increased flexibility to local authorities with social care responsibilities through the Social Care Precept. This flexibility is in the form of enabling councils to raise it by 3%, rather than the 2% originally planned, although there would not be any additional funding over the remaining three-year period of the social care precept – with no more than 6% to be raised in total (over the period 2017-20).
- 1.7.6 The current underlying pressure in Adult social care is estimated to be at least £6.4m for 2016/17, which includes risks around increasing demand, new statutory requirements, inflationary pressure as a result of an increase in National Living Wage and increased referrals from the NHS. This has been built into the assumptions for setting the budget requirement and considering the level of social care precept.
- 1.7.7 The Localism Act requires Council approval of the Council Tax requirement (including settlement funding assessment) in place of budget requirement (excluding settlement funding assessment).
- 1.7.8 If the Adult Social Care (ASC) Precept is applied at 3%, the council tax for Barnet will be as per the following table:

BUDGET	2016/17 Original	2016/2017 Current	2017/2018 Original
	£	£	£
Total Service Expenditure	271,782,521	272,715,521	270,333,880
Contribution to / (from) Specific Reserves	10,735,156	10,735,136	1,234,000
NET EXPENDITURE	282,517,677	283,450,657	271,567,880
Other Grants	(38,829,000)	(39,761,980)	(36,612,000)
BUDGET REQUIREMENT	243,688,677	243,688,677	234,955,880
Business Rates Retention	(35,484,000)	(35,484,000)	(36,484,000)
Business rates top-up	(18,265,000)	(18,265,000)	(18,362,000)
BUSINESS RATES INCOME	(53,749,000)	(53,749,000)	(54,846,000)
RSG	(36,849,000)	(36,849,000)	(23,413,000)
Collection Fund Adjustments	(3,636,000)	(3,636,000)	(3,000,000)
Additional income from Council Tax	2,253,000	2,253,000	6,863,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	151,707,677	151,707,677	160,559,880
BASIC AMOUNT OF TAX	1,121.07	1,121.07	1,154.70
GLA TAX	276.00	276.00	280.02
TOTAL COUNCIL TAX (BAND D EQUIVALENT)	1,397.07	1,397.07	1,434.72

1.7.9 The provisional Greater London Authority (GLA) precept is £38,936,501 making the total estimated demand on the collection fund and Council Tax requirement £199,496,381.

London Borough of Barnet	£155,883,662
Social Care Precept	£4,676,218
Barnet's Council Tax Requirement	£160,559,880
Greater London Authority	£38,936,501
Total Requirement for Council Tax	£199,496,381

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

Council Tax Band	Barnet £	ASC Precept £	GLA £	Total Council Tax £
A	734.71	35.09	186.68	956.48
B	857.17	40.93	217.79	1,115.89
C	979.62	46.78	248.91	1,275.31
D	1,102.07	52.63	280.02	1,434.72
E	1,346.97	64.33	342.25	1,753.55
F	1,591.88	76.02	404.47	2,072.37
G	1,836.78	87.72	466.70	2,391.20
H	2,204.14	105.26	560.04	2,869.44

1.7.11 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

1.7.12 The Council adopted, on 13 January 2015, following a consultation, 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;

1.7.13 The working age Non-dependant (ND) charges be uprated as follows:

Description	Deduction
Gross income greater than or equal to £196.95 per week from any source (unless the non-dependant is receiving an income in category 3)	£11.55 per week
Gross income less than or equal to £196.94 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

1.8 Capital Investment Programme

1.8.1 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.

1.8.2 The MTFS includes provision for future capital expenditure on council priorities through to 2020.

1.8.3 A review of the capital programme has been undertaken to apportion the expected spend, as far as possible, to accord with the latest project or delivery plans for each scheme. Projects have been reassessed for the amount of funding needed and available, and adjusted where appropriate. The changes are included in Appendix C3.

1.8.4 The current capital programme now totals £834m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. The following table summarises the revised capital programme by Theme Committee. The detail is set out in Appendices C1 and C2.

Theme Committee	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000
Adults & Safeguarding	2,625	21,903	11,540	-	36,068
Assets, Regeneration & Growth	37,818	100,102	41,630	7,700	187,250
Children, Education, Libraries & Safeguarding	45,536	52,824	60,640	51,426	210,426
Community Leadership	208	-	-	-	208
Environment	21,906	28,652	13,932	10,430	74,920
Housing	13,123	38,409	33,866	16,141	101,539
Policy & Resources	15,366	24,999	1,000	1,000	42,365
Housing Revenue Account	39,218	77,118	36,128	28,509	180,973
Total	175,800	344,007	198,736	115,206	833,749

1.8.5 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 2017/18 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, for which we have a signed agreement, 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 £70m (2017-20); 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;

1.8.6 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.

1.9 Treasury Management Strategy

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

- taking external borrowing from 2017/18 and using temporary borrowing as long as practical, to maintain cash investments of circa £100m at year end
- to extend the sovereign counterparty list to invest worldwide with minimum AA rated counterparties.

1.9.2 The council's treasury management advisers, Capita Asset Services, recommend that the counterparty list includes non-UK, including European, banks. Having the scope to invest in non UK banks improves the risk profile through providing further diversification. As the council would maintain the use of banks with a minimum AA rated counterparty rating there should be no higher risk to the council's funds as a result of investing in non-UK compared to investing in UK banks. The decision to invest in any bank will continue to be subject, at the time, to seek to obtain the highest rate of return consistent with proper levels of security and liquidity.

1.9.3 Temporary borrowing will be in the form of either short term loans from other local authorities or variable Public Works Loan Board (both less than one year).

1.10 Housing Revenue Account

1.10.1 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 HRA balance at 31 March 2016 was £8.8m. The 2016/17 quarter 3 monitoring position indicated that the HRA balances are forecast to be £11.2m at 31 March 2017.

1.10.2 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

1.10.3 Council rents are required to be reduced by 1% a year for the four years from April 2016, following which they are expected to increase by the Consumer Prices Index (CPI) + 1%. This is required by the Welfare Reform and Work Act.

1.10.4 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.

1.10.5 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.

1.10.6 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.

1.10.7 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.

1.10.8 The current average weekly rent on a 48 week basis will be £110.53. This has decreased from an existing weekly average rent of £111.65. The average formula rent (for new tenants on re-let) will be £118.28; this has decreased from an existing average of £119.47.

Service Charges and Garages

1.10.9 The table below outlines the changes that are recommended to take effect from 1 April 2017 (on a 48 week basis):

	2016/17	2017/18	Increase £	Increase %
Grounds Maintenance	£2.71	£2.77	£0.06	2.2%
Lighting	£1.16	£1.21	£0.05	4.3%
Heating - Grahame Park	1 Bed- £12.20	1 Bed- £12.20	1 Bed- £0.00	0%
	2 Bed - £16.92	2 Bed - £16.92	2 Bed - £0.00	
	3 Bed - £18.27	3 Bed - £18.27	3 Bed - £0.00	
Heating – excluding Grahame Park	0%			
Digital Television	£0.84	£1.47	£0.63	75%
Weekly Caretaking	£6.61	£6.71	£0.10	1.5%
Caretaking Plus	£8.53	Service no longer being provided		
Quarterly Caretaking	£1.34	£1.36	£0.02	1.5%
Enhanced Housing Management and Alarm Service (sheltered housing)	2.2% increase applied to existing charges for these services			
Garages	2.2% increase applied to existing rents for these services			
Door entry systems (new charge)	£2.22 per week (for all new and replacement systems installed from 01/04/2017)			

- 1.10.10 The proposed changes reflect increases in the cost of providing the services described. In the case of heating charges, no increases are recommended as the cost of fuel has not increased during 2016/17.
- 1.10.11 The cost of providing access to digital television has been reviewed, and it has been identified that the current service charge does not reflect the cost of providing this service. It is therefore recommended that the charge is increase by 63 pence a week, which represents a significant % increase.
- 1.10.12 It is proposed that a new charge is introduced for new and replacement installations of door entry phone systems. This charge will also cover the on-going maintenance costs. New and replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.

HRA Summary and working balance

- 1.10.13 Total expenditure for 2017/18 is estimated at £59m, including charges for financing HRA debt.
- 1.10.14 The HRA for 2017/18 shows a contribution to balances of £2.2m. The estimated HRA balance as at 31 March 2017 is £13.5m.
- 1.10.15 There is uncertainty around government policy on rents beyond 2019/20. This could have a significant impact on the Business Plan in the medium term; the plan will continue to be up-dated as more information is received about such risks.

Housing - Right to Buy (RTB) Receipts

- 1.10.16 The council has entered into an agreement with the Department for Communities and Local Government (DCLG) to retain an element of the RTB receipts for investment in building or acquisition of new social housing. Up to 30% of the retained receipts must be spent on the cost of replacement affordable rented homes.
- 1.10.17 Retained RTB receipts must be spent within three years of being received. If retained RTB receipts are not spent within the three years' time limit they must be returned to DGLC, with interest charge at 4 per cent above base rate (Bank of England), calculated from the date of the relevant RTB receipts.
- 1.10.18 The council has undertaken purchase of property to add to the stock of social housing to ensure that the receipts do not have to be repaid to DCLG.

1.11 Robustness of the budget and assurance from Chief Finance Officer

- 1.11.1 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

- 1.11.2 The Council is a going concern and the budget process is part of a continuous service planning and financial cycle. Therefore, knowledge and understanding of the previous and current national and local financial and economic environments are used to make informed assumptions and judgements about the future. This activity seeks to establish a robust budget which is appropriate and realistic having taken a practical assessment of risk.
- 1.11.3 The impact on the MTFS from previous financial settlements has been mitigated by using collection fund surplus, new homes bonus and use of reserves.
- 1.11.4 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.
- 1.11.5 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.
- 1.11.6 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.
- 1.11.7 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 2017.

Robustness of Budget Setting Process

- 1.11.8 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

- 1.11.9 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.

1.12 Reserves and balances

- 1.12.1 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.
- 1.12.2 The council expects to hold general non ring-fenced and not earmarked annual reserves of £10m to deal with any in year and unplanned pressures. The council will seek in time to increase this to £15m, which is equivalent to 5% of annual expenditure and in line with audit and regulatory good practice. The council needs 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.
- 1.12.3 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.
- 1.12.4 The council held specific reserves at the end of the last financial year of £123.6m, a general fund balance of £12.5m and HRA balance of £8.9m. The following table indicates the estimated balances that the council will hold up to March 2020.
- 1.12.5 The reserve balances will be reviewed as part of the accounts closing process for 2016/17 to enable the council to have £25m available by 2020 for the 'balancing the MTFS' reserve.

Specific Reserves	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20
	£m	£m	£m	£m	£m
Risk	9.1				
'Balancing the MTFS' Reserve	0	15.6	15.6	15.6	15.6
Transformation	12.7	6.7	4.5	2.2	0
PFI	4.3	4.3	4.3	4.3	4.3
Service Development	10.6	3.5	4.5	4.5	4.5
Infrastructure	35.7	23.6	0.6	5.3	11.1
Service Reserves	39.6	19.7	19.7	19.7	19.7
Council total	112	73.3	49.2	51.6	55.2
Schools reserves	11.6	7.9	7.9	7.9	7.9
Total	123.6	81.2	57.1	59.5	63.1

General Reserves	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20
	£m	£m	£m	£m	£m

General Fund	12.5	10.4	10.4	10.4	10.4
Housing Revenue Account (ring fenced)	8.9	11.2	9.9	4.5	3.1

1.13 Fees and Charges

1.13.1 For the fees and charges within their remit, theme Committees, Planning Committee and Licensing Committee must approve changes to fees and charges that are above inflation by 2% or more, the introduction of new fees and charges, and changes to fees and charges outside the normal annual cycle.

1.13.2 Changes to fees and charges approved by theme Committees, Planning Committee and Licensing Committee must be reported to Policy and Resources Committee for noting.

1.13.3 Appendix F1 sets out the council's schedule of fees and that require noting by this committee.

1.13.4 This committee considered and approved its fees and charges on 1 December. The fees set for hire of Hendon Town Hall were set per event. These have now been revised to indicate charges for a half day or full day event. The committee are asked to approve a revised set of charges for the hire of Hendon Town Hall, these are set out in Appendix F2.

1.14 2016/17 Revenue Budget management

1.14.1 The forecast General Fund **revenue outturn** (after reserve movements) is £282.684m, with an adverse variance of £7.706m (2.8 per cent) compared with the revised budget of £274.978m.

1.14.2 The projected outturn expenditure on the council's **capital programme** is £175.800m (£136.582m of which relates to the General Fund programme and £39.218m to the HRA capital programme). There is a variance of £84.760m against the 2016/17 revised budget of £260.560m.

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

- **Adults and Communities** - the current projected overspend of £6.054m represents 6.8 per cent of the total Delivery Budget (£88.968m). The care budgets within Adults have seen significant overspends since 2014/15 due to rising demand for services and increasing complexity in relation to those supported. Pressures also exist due individuals transitioning from children's services into adult services and from 'Ordinary Residents' clients transitioning into Barnet. The Deprivation of Liberty Safeguards (DOLS) service continues to have significant pressures in 2016/17, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16. Some of the current pressures are offset by underspends within

the non-placement budget areas and these budgets continue to be closely monitored and managed.

- **Family Services** - the projected overspend of £0.988m represents 1.9 per cent of the total Delivery Unit budget (£51.044m). This is primarily due to an increase on '0-25 year olds' in relation to the increase in the cost of current placements, costs transferred from 'children looked after' or 'special educational needs' and young people moving out of home into supported living as they become more independent. There is also an increase in the number of agency staff covering vacant posts and pressure on the unaccompanied asylum seeking children budget.
- **Customer and Support Group** - the projected overspend of £0.500m represents 2.3 per cent of the total Delivery Unit budget (£22.090m). The projected overspend is due to additional security costs and reduced income.

1.14.4 Recovery plans for forecast in-year overspends are monitored by Performance and Contract Management Committee through the year.

1.14.5 Pressures identified in 2016/17 have been built into the MTFS, these are as outlined in paragraph 1.4.10.

1.14.6 Specific risks in the MTFS 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.

1.14.7 **Capital Budget** - the 'variance from approved budget' column is a net figure based on movements to and from budget allocated to future financial years, and additions and deletions to the capital programme.

1.14.8 The principal variances from the capital budget and reasons for these are as follows:

- **Adults and Communities** capital programme shows a variance from budget of £0.341m. This is due to a transfer from the IT Strategy project in Commissioning.
- **Commissioning Group** forecast includes the IT Strategy budget transfer to Adults (£0.341m), slippage in relation to the Depot relocation (£8.000m), community centre build (£2.000m) where the procurement phase has taken longer than expected and the Sports and Physical Activity project where a longer design phase than planned has delayed the start of the build from the original January date (£5.717m).
- **Education and Skills** forecast includes slippage of £31.376m, mainly as a result of school build and expansion funding being re-profiled into future years.
- **Family Services** capital programme is forecasting slippage of £4.139m. This is largely due to slippage on the implementation of the Library Strategy where work has started but not anticipated to complete until 2017/18, Residential and Fostering expansions that will not take place in this financial year.

- **Housing Needs and Resources** programme has decreased by £5.056m. This is in relation to the development pipeline, which, in the proposed current budget being submitted to Policy and Resources in February, will form part of a consolidated budget for support to Open Door.
- **Re** delivery unit capital programme has decreased by £26.594m. This is due to deletions of £1.152m where various small projects are no longer going ahead and slippage of £25.442m. The slippage is largely due to Brent Cross land acquisitions now not taking place in 2016/17 (£14.351m) and delays to the schedule for the investment in roads and pavements and carriageways resulting in the re-profiling of the budget (£8.932m).
- **HRA** forecast shows an addition of £0.313m for the New Affordable Homes project where section 278 costs are higher than expected and slippage of £0.885m. The slippage relates to Moreton Close where delays in the appointment of a contractor have extended this project further into 2017/18.

Transfers to reflect budget changes

1.14.9 Insurance budgets in 2016/17 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 following table:

Service Area	£
Adults and Communities	(6,210)
Assurance	(7,710)
Births Deaths & Marriages	(1,640)
Children's Education & Skills	2,840
Children's Family Services	(40,540)
Commissioning	14,810
Customer Support Group	(47,270)
Housing Needs Resources	(430)
Regional Enterprise	(4,410)
Streetscene	75,520
Central Expenses	15,040
Grand Total	0

1.14.10 **Other Transfers** – at the start of the year some budgets are held in contingency and allocated to cover pressures or other events during the year. The funding for the 0-25 service has been held in both Adult services and contingency and now requires to be transferred to Family Services. The tables below show the movements of budget required. This is not additional funding.

'0-25' 2016/17 and ongoing	£
Tranche 1 clients	2,284,430
Transitions team – net	182,210
Total transfer from Adults to Family services	2,466,640

'0-25' 2016/17 and ongoing	£
Tranche 1 clients - transfer from contingency to Family Services	1,370,000
Total budget transfer for Tranche 1	3,836,640
Transfer from Adults	(2,466,460)
Transfer from Contingency	(1,370,000)
Grand total	0

Adults 2016/17 and ongoing	£
Transfer to Adults from contingency in 2016/17 to cover MTFS savings	300,000
Transfer from contingency	(300,000)
Grand total	0

'0-25' 2017/18 and ongoing	£
Tranche 2 clients	915,260
Staffing	67,880
Total budget transfer for Tranche 2 to Family Services)	983,140
Transfer from Adults	(983,140)
Grand total	0

Debt Write off

1.14.11 The council has a duty to pursue all debt owed to it. The debt management policy has been reviewed and amended to cover all aspects of debt due to the council and this is included as Appendix L1. No matter how good the recovery procedures are, inevitably there is debt which has to be written off. It should be noted that although debt is written off for the purposes of the council's accounting, if there is an opportunity to pursue this debt at a later stage it will be undertaken. The following write offs over £5k, be referred to Full Council. The full detail is included in Appendix L2;

- Sundry Debt write offs totalling £0.049m
- Council Tax write offs totalling £0.046m
- Non-Domestic Rates write offs totalling £3.140m
- Housing write offs totalling £0.179m

1.14.12 Council tax – one of the debts relates to bankruptcy and the remainder are in respect of closed accounts of which most are in respect of debtors who have absconded, including some who are known to be abroad.

- 1.14.13 Non domestic rates - all the debts are in respect of closed accounts. Most are in respect of debtors who have become insolvent or absconded, including some who are known to be abroad. Other debts are either limited companies that have been dissolved or wound up, or companies registered abroad.

1.15 Transformation Programme

- 1.15.1 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 £167m by 2020.
- 1.15.2 This transformation programme has been delivering since 2015 and by March 2017 financial year it will have delivered £17.65m in savings.
- 1.15.3 The Council has delivered a range of improvements through the transformation programme, which are set out in Appendix J:
- 1.15.4 The transformation programme will continue to be a 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 aims to achieve £62.5m budget savings. Cumulatively this would mean £167m of savings delivered by March 2020. Progress of the programme is reported to the Performance and Contract Management Committee each quarter to oversee delivery of the financial benefits.

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 7 March 2017.

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; and
- 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 A number of budget saving proposals are expected to result in a reduction in posts in the organisation. As the detail is worked up, these proposals will be considered by the General Functions Committee, in line with the council's human resources regulations. The current estimate on posts affected is shown below:

Delivery Unit	Full Time Equivalents (FTE)
Adults and Communities	5
Family Services	1
Street Scene	50
Commissioning Group	1
Total	57

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 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 2017/18 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. Council will set the budget envelope and the themed committees will work within it. There are contingencies within the budget so that if an unacceptable equalities impact is found then decision makers may make an alternative

decision.

5.5 Risk Management

- 5.5.1 The Council has undertaken a review of its approach to risk management; an updated Risk Management Framework has been developed. This was approved by the Performance and Contract Monitoring Committee at its meeting on 15th November 2016 and the Corporate Risk Register forms a key part of the quarterly Performance Report, which is considered each quarter by that Committee.
- 5.5.2 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.
- 5.5.3 The inability to deliver a balanced budget is one of the Council's key corporate risks. The proposals within this report are aimed at trying to mitigate this risk. The savings programme will be monitored robustly to ensure that Strategic Commissioning Board (SCB) and members are kept up to date with the progress.
- 5.5.4 The Council faces risks in relation to securing sufficient income and managing any overspend against its budget. This has been exacerbated by the recent local government finance settlement, which provided no extra funding to relieve growing demand pressures in relation to adult social care. This could lead to the Council missing its target for the Medium Term Financial Strategy, a reduction in its reserves, a negative impact on services, and resident dissatisfaction. It could also lead to potential failure of contracts, which are predicated on growth assumptions in the budget. Monitoring of the council's budget and reserves are undertaken in various forums, with Performance and Contract Monitoring Committee receiving quarterly reports on the state of the councils finances.
- 5.5.5 Other changes at the national level could further exacerbate this, such as reform of the Business Rate system.
- 5.5.6 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.
- 5.5.7 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.

- 5.5.8 A key element of the Council's response to these risks is its major transformation programme, including Brent Cross, Mill Hill depot, relocation to offices in Colindale, Alternative Delivery Models for Street Scene and Adults and Communities, the Libraries programme, and Social Care Practice Improvement. The complex nature of these programmes means that there is also significant risk attached to them. This is controlled and mitigated through the leadership of Commissioning Directors, clear decision-making processes, the effective application of project management methodology, and robust governance (including member challenge).
- 5.5.9 The corporate risk register as at 2016/17 quarter 3, which will be considered by the Performance and Contract Monitoring Committee on 27 February 2017, is included in Appendix M.

5.6 Equalities and Diversity

- 5.6.1 The public sector equality duty is set out in s149 of the Equality Act 2010: A public authority must, in the exercise of its functions, have due regard to the need to:

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

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

- (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

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

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

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

Equalities impact of budget and consultation

- 5.6.2 The Cumulative Equalities Impact Assessment (CEIA) is shown at Appendix H together with a diversity and cohesion data summary and theme committee savings templates which indicate the equalities impact of the budget savings proposals for 2017/18.
- 5.6.3 The CEIA reports the impact of budget savings proposals on the nine characteristics protected under the Equality Act 2010 and other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition, which might mean that our proposals will impact more heavily on them.
- 5.6.4 The demographic data shows continuing and increasing pressure and demand for our services especially for children and older people, as the borough continues to grow, change and become increasingly diverse in race, ethnicity and religion due to natural growth, regeneration and migration.
- 5.6.5 The CEIA shows that our savings proposals will result in many positive benefits for Barnet residents and businesses including the protected characteristics and other groups who may be disadvantaged. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the CEIA shows relatively more positive impacts and relatively fewer negative impacts. However the following negative impacts have also been noted:
- The adult social care fairer contributions policy will impact on better off older residents. The mitigation is that an affordability assessment will be carried out in each case.
 - People with mental health issues, older people, people in receipt of social care benefit, carers and some people with disabilities including learning difficulties will be affected by service changes to mental health support, floating support and grant funding changes to Chinese Mental health Association, Asian Women's Association, Community Focus and Inclusion Barnet. Mitigations include a changed service delivery model and sustained communication with service users and service provider organisations.
 - Government policy has resulted in people on in work and out of work benefits seeing those benefits frozen for four years until 2020.

- The impact of any increase in council tax increase is likely to impact disproportionately on those with low income.
- The mitigations for these negative impacts are outlined in the individual EIAs.

Budget Consultation

- 5.6.6 The CEIA has taken into account the public consultation of 2017/18 budget proposals, which was open for six and a half weeks, from 5 December 2016 to 19 January 2017. This resulted in 783 responses, 91¹ from the general public and 692 from Citizens Panel. Responses to the budget consultation are not showing any significant differences in response rates by protected characteristic.

5.7 Consultation and Engagement

Preliminary consultation

- 5.7.1 The Council has already undertaken a range of consultation and engagement activities to inform the Council's development of the Corporate Plan strategic priorities and five-year commissioning priorities and plans, along with indicative savings proposals to inform the Medium Term Financial Strategy (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 In 2015 formal consultation also 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	Summer 2013	The council forecast that its budget would reduce by a further £72m

¹ 10 responses were received prior to the 15 December 2016 Local Government Finance Settlement announcement and 81 received after the 15 December)

Phase	Date	Summary
challenge		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"> • Engagement through Citizens' Panel workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFS proposals for each of the six committees • Engagement through Committee meetings and working groups.
Phase 4: Strategic Plan to 2020 Consultation	December 2014 - 2015	<ul style="list-style-type: none"> • A series of six workshops with a cross-section of residents recruited from the Citizens' Panel and Youth Board, plus two workshops with users² of council services. • An online survey.

The council has also conducted annual budget consultations each year as part of its business planning process.

Formal consultation on 2017/18 budget

- 5.7.5 Preliminary consultation and engagement has informed the development of the Council's 2017/18 budget proposals to be put forward for consultation.
- 5.7.6 The general budget consultation began after Policy and Resources Committee on 5 December 2016 and concluded on 19 February 2017.
- 5.7.7 The following paragraphs set out the headline findings from the general budget consultation 2017/18 which will be presented to Full Council on 7 March 2017. The detailed findings can be found in Appendix G.

General consultation on 2017/18 budget

Method

5.7.8 The 2017/18 general budget consultation asked for views on:

- Options for Council Tax increases next year;
- The overall budget and the saving proposals;

² 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.

- The budget and savings proposals within each theme committee.

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

- Respondents' views were gathered via online questionnaire. 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; Facebook; 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' Panel³ to ensure the views of a representative sample of the borough's population were captured on the different options for Council Tax increases in 2017/18.

5.7.10 However, on 15 December 2016, during the consultation period, the Local Government Finance Settlement for 2017/18 was announced. Within this settlement the Government set out proposals to provide councils with additional flexibility to increase the social care precept by a further 1% for 2017/18 on top of the existing 2% social care precept flexibility. Councils therefore now have the flexibility to increase the precept by up to 3% in 2017/18.

When the announcement was made, the public consultation had already been launched and had received 10⁴ completed responses. In order to gather views on the new announcement:

- The public consultation was updated with additional questions to reflect the Government's additional social care precept flexibility;
- The Citizens' Panel questionnaire had not been mailed out when the announcement was made; the additional questions were therefore added to the Citizens' Panel questionnaires in time for the Citizens' Panel mail out.

5.7.11 As the new information could have impacted how residents responded to the public consultation, the findings prior to the 15 December 2016 announcement

³ The Citizens' Panel is currently made up of 2,056 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

⁴ There was 1 online questionnaire where the respondent skipped all the questions. This has now been removed from the data set.

and the findings to the updated public consultation after 15 December 2016 have been reported on separately throughout this report.

Response to the consultation:

5.7.12A total of 783 questionnaires have been completed:

- 10⁴ questionnaires were completed by the general public consultation prior to the Government's announcement on 15 December;
- 81 questionnaires were completed by the general public consultation after the Government's announcement on 15 December;
- 692 questionnaires were completed by the Citizens' Panel after the Government's announcement on 15 December.

The findings have been reported in order of the largest sample size: Citizens' Panel (692), the updated consultation after 15 December announcement (81), and then the consultation prior to the December announcement (10).

5.7.13 There were also four written responses which did not answer the questions included in the public consultation questionnaire. The written responses were from:

- One member of the general public (email response);
- Three businesses (one written letter and two email responses).

These responses have been reported on separately and further details are provided in Appendix G.

Response Profile

5.7.14 The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information on the Citizens' Panel methodology can be found in Appendix G.

5.7.15 Due to low completion rate of the diversity monitoring questions to the general public consultations, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population.

5.7.16 It is also important to note that the consultation methods differ and their findings cannot be reported in a single result. For this reason the findings have been reported on separately, so that comparisons can be made between the much larger representative sample from the Citizens' Panel and the open general public consultations. For more information on how the results have been reported and interpreted please refer to Appendix G.

Key findings are summarised below:

Council Tax – views on options for Council Tax increase in 2017/18

5.7.17 The Citizens' Panel and the online general public consultations were asked their views on a series of options for Council Tax increases next year.

5.7.18 It should be noted that only those respondents who either support or oppose the options for Council Tax next year have only been included in this summary report. The full findings of who answered 'neither agree or disagree' or 'don't know' can be found in Appendix G.

5.7.19 Throughout the findings the base size may vary from question to question as respondents did not all provide a response to every question.

Social Care Precept Council Tax:

The proposal to apply a further 2% social care precept increase in 2017/18

5.7.20 Overall, the majority of both the Citizens' Panel members (65%), and the majority of general public respondents responding to the updated consultation after 15 December (62%, 50 out of 81 respondents), support the proposal to applying a further 2% social care precept next year.

5.7.21 There was a larger majority supporting this proposal by those responding to the general public consultation prior to the Government's announcement on 15 December. All 9 respondents who answered the question supported this proposal, with 8 out of 9 (89%) strongly supporting it.

Applying a full 3% social care precept increase to Council Tax bills in 2017/18

5.7.22 Half (48%) of the Citizens' Panel support applying the Government's new proposal that allows councils to apply a further 1% increase on social care precepts – 3% in total

5.7.23 41% of the Citizens' Panel opposes applying the Government's new proposal that allows councils to apply a further 1% increase on social care precept.

5.7.24 In terms of the updated public consultation after the 15 December 2016 announcement, nearly three fifths (58%, 44 out of 76 respondents) support a full 3% social care precept increase to Council Tax bills in Barnet next year, and 40% (30 out of 76) oppose the proposal.

5.7.25 This question was not asked of the general public consultation prior to the Government's announcement on 15 December.

General Council Tax

Applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

5.7.26 Just over a third of the Citizens' Panel (36%) support an additional increase on general Council Tax of 1.99% on top of the proposed 2% social care precept. Nearly three fifths (58%) of the panel oppose this increase.

5.7.27 Almost three fifths (57%, 41 out of 72 respondents) of those responding to the updated general public consultation after the Government announcement on 15 December 2016 support a 1.99% increase in the general Council Tax on top of the proposed 2% social care precept increase next year. Two fifths (41%, 29 out of 72 respondents) oppose this increase.

5.7.28 7 out of 8 respondents of those responding to the general budget consultation prior to the Government announcement on 15 December supported a 1.99% increase in the general Council Tax on top of the proposed 2% social care precept. 1 respondent opposed this increase.

Applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept increase in 2017/18

5.7.29 A quarter (25%) of the Citizens Panel support a 1.99% increase in the general Council Tax on top of a 3% social care precept increase next year. Nearly two thirds (64%) oppose this type of increase.

5.7.30 Half (51%, 36 out of 71 respondents) of those responding to the updated general public consultation support a 1.99% increase in the general Council Tax on top of a 3% social care precept increase next year, and just under half of the sample oppose this increase (45%, 32 out of 71 respondents).

5.7.31 This question was not asked of the general public consultation prior to the Government's announcement on 15 December.

Type of reasons why respondents said they support or oppose these Council Tax increases

Reasons why respondents support a social care precept increase

5.7.32 The most frequently mentioned reasons for support of a social care precept increase was that respondents regard social care as being underfunded, followed by respondents indicating that they felt the increase seems acceptable/fair; recognition that we must support the elderly and the vulnerable; and recognition that we have an ageing population. Some also added the caveat that the money must be ring-fenced.

Reasons why respondents oppose a social care precept increase

5.7.33 The most frequently mentioned reasons why respondents oppose a social care precept was around affordability; there was also a particular reference to pensioners not being able to afford an increase.

5.7.34 Other frequently mentioned reasons were that Council Tax is already too high; that the council still needs to cut more waste, for example overheads and executive pay; that the Government should pay more; the effect of lower increases should be monitored first; and funding for other services was needed.

Reasons why respondents support an additional 1.99% increase to general Council Tax on top of a 2% or 3% social care precept

5.7.35 The reasons why respondents support an additional 1.99% increase to general Council Tax on top of a social care precept were very similar to the reasons for the support of a social care precept.

5.7.36 The most frequently mentioned reason why respondents support an additional 1.99% increase to general Council Tax on top of the social care precept was again because respondents regard social care as being underfunded. Other frequently mentioned reasons include: it is an acceptable increase; recognition that there is a need to support the vulnerable; other services need an increase in funding; and we need to all accept responsibility and share the cost. Many respondents also mentioned they support but added the caveat they will need to see where the extra money is being spent.

Reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a 2% or 3% social care precept

5.7.37 Again the reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a social care precept were very similar to the reasons for opposing a social care precept.

5.7.38 The most frequently mentioned reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a social care precept was the increase was just too high and concerns about affordability; there was again a particular reference to pensioners not being able to afford an increase. Answers also included: the council still needs to cut more waste; and the need to monitor the effect of lower increases first.

Analysis of demographic sub-groups who are significantly more likely to support or oppose the different type of Council Tax increases

5.7.39 The demographics of the Citizens' Panel have been analysed to identify any sub-groups which have a statistically significant different response to the overall response. The sample sizes of the two public consultations are too small to draw any significant conclusions in terms of demographics.

In terms of the Citizens' Panel there are two main demographic sub-groups that stand out in regards to their responses:

5.7.40 The Hendon Constituency responses are statistically significantly different across each of the four options for Council Tax compared to the overall response. They are **less likely to support** the 2% and 3% social care precept increase. They are also **more likely to oppose** the proposed 2% social care precept plus 1.99% and **more likely to oppose** the proposed 3% social care precept plus 1.99%. To summarise, they were not supportive of any Council Tax increase.

5.7.41 Users of Housing Services are also more likely to oppose any increase in the social care precept or general Council Tax and less likely to support a further 2% social care precept.

5.7.42 There are also other demographic sub-groups whose responses are statistically significantly different from the overall response in terms of whether they support or oppose the different options for Council Tax increases next year. However the differences in these sub-groups did not appear across all four options. Full details can be found in Appendix G.

Overall budget and savings for 2017/18 – online general public consultations only

5.7.43 The Citizens' Panel were not asked questions on the overall budget and saving proposals for 2017/18. These were only asked of the general public.

5.7.44 Respondents were asked if they had any comments to make on the overall budget, in particular on how the 2017/18 proposed savings have been allocated across the Theme Committees:

- 25 out of 81 respondents who took part in the updated public consultation after 15 December gave comments on the overall budget
- 1 out of 10 respondents who took part in the consultation prior to 15 December gave comments.

5.7.45 The four most frequently most mentioned comments were: concerns about a Council Tax increase and its affordability (6%, 5 out of 81 respondents); agreement that the balance across the themes and savings are reasonable (5%, 4 out of 81 respondents); concerns about the Library savings; and concerns about reduced spending on children and education (5%, 4 out of 81 respondents).

5.7.46 The 1 respondent who gave a comment to the consultation prior to 15 December did not mention the aforementioned, and instead felt the council should ensure they protect adult social care and children's social care.

Theme Committee savings proposals 2017/18 – online general public consultation only

5.7.47 The Citizens' Panel were also not asked the questions on the Theme Committee savings proposals for 2017/18. These were only asked of the general public consultation. Respondents were asked the following questions on the saving proposals within each Theme Committee for 2017/18:

- Do you have any comments to make about the savings being proposed within this committee's budget for 2017/18?
- Overall, to what extent do you agree or disagree with the savings that have been proposed within this committee's budget for 2017/18?
- 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?

5.7.48 This report provides the headline findings on the extent to which respondents agree or disagree with the savings proposed within each committee.

5.7.49 Detailed analysis on the other open-ended questions on each committee is provided in Appendix G. Sample sizes are small for these particular questions but it is recommended that Commissioning Directors consider these responses in detail when implementing their savings.

Theme Committee	Consultation Findings ⁵
Policy and Resources	<p>Opinion was mixed on the savings proposals within this committee, with no clear majority agreeing or disagreeing. 32% (12 out of 37 respondents) responding to the updated general public consultation after 15 December agree with the savings proposals. 30% (11 out of 37 respondents) disagree, and the remainder neither agree nor disagree 22% (8 out of 37) or did not know 16% (6 out of 37).</p> <p>2 out of 6 of the general public consultation, prior to 15 December, agree with the savings proposals. 2 out of 6 disagree, and 2 out of 6 neither agree nor disagree.</p>
Adults and Safeguarding	<p>Slightly more respondents disagree rather than agree with the proposed savings within the Adults and Safeguarding Committee. 30% (7 out of 23 respondents) responding to the updated general public consultation, agree with the savings proposals within the Adults and Safeguarding Committee. 39% (9 out of 23 respondents) disagree, and the remainder neither agree nor disagree 26% (6 out of 23), or don't know 4% (1 out of 23).</p> <p>2 out of 4 of the general public consultation, prior to 15 December, agree with the savings proposals within the Adults and Safeguarding Committee and 2 out of 4 disagree.</p>
Children, Education, Libraries and Safeguarding	<p>Respondents are more likely to disagree with the proposed savings within the Children, Education, Libraries and Safeguarding Committee rather than agree. 23% (9 out of 40 respondents) responding to the updated general public consultation agree with these savings proposals. Half of respondents (50%, 20 out of 40 respondents) disagree. The remainder neither agree nor disagree 13% (5 out of 40) or don't know 15% (6 out of 40).</p> <p>1 out of 7 responding to the general public</p>

⁵ Where percentages do not add up to 100 this is due to rounding.

Theme Committee	Consultation Findings ⁵
	consultation, prior to 15 December, agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee, 5 out of 7 disagree and 1 respondent neither agrees nor disagrees.
Environment	<p>In Environment Committee, respondents are more likely to agree with the proposed savings rather than disagree. Half of respondents (50%, 18 out of 36 respondents), responding to the updated general public consultation, agree with the savings proposals within the Environment Committee compared to 33% (12 out of 36 respondents) who disagree. The remainder neither agree nor disagree (17%, 6 out of 36).</p> <p>4 out of 5, responding to the general public consultation, prior to 15 December, agree with the savings proposals within the Environment Committee and 1 out of 5 disagree.</p>
Assets, Regeneration and Growth	<p>As with Environment Committee, more respondents agree with the proposed savings within Assets, Regeneration and Growth than disagree. Just under half agree (48%, 10 out of 21 respondents), responding to the updated general public consultation, with these savings proposals. 38% (8 out of 21 respondents) disagree and the remainder neither agree nor disagree (14%, 3 out of 21).</p> <p>2 out of 3, responding to the general public consultation prior to 15 December, agree with the savings proposals within the Assets, Regeneration and Growth Committee and 1 out of 3 disagree.</p>
Community Leadership	<p>Opinion on Community Leadership Committee savings were slightly more mixed within this committee. Slightly more respondents agree with the proposed savings within this committee than disagree. 37% (7 out of 19 respondents) responding to the updated general public consultation agree with the savings proposals within this committee, whereas 27% (5 out of 19 respondents) disagree and 37% (7 out of 19 respondents) neither agree nor disagree.</p> <p>1 out of 2, responding to the general public consultation, prior to 15 December, agree with the savings proposals within the Community Leadership Committee, and 1 out of 2 neither agree nor</p>

Theme Committee	Consultation Findings ⁵
	disagree.
Housing	<p>More respondents disagree with the proposal not to make savings in this committee rather than agree. 35% (8 out of 23 respondents), responding to the updated general public consultation, agree with the decision not to make any savings in the Housing Committee. However half, (48%, 11 out of 23 respondents) disagree and 17% (4 out of 23 respondents) neither agree nor disagree.</p> <p>1 out of 2, responding to the general public consultation, prior to 15 December, agree with the decision not to make any savings within the Housing Committee, and 1 out of 2 disagree.</p>

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

COMMITTEE	ITEM & DECISION	LINK
Housing Committee 8 February 2017	Decision item 10 - Annual Review of Council Dwelling Rents and Service Charges for 2017/18	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8630
Policy and Resources Committee 1 December 2016	Decision item 9 – Business Planning Medium Term Financial Strategy 2017 – 2020 and draft budget 2017/18	http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8731&Ver=4
Adults Theme Committee 10 November 2016	Decision item 11 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8674&Ver=4
Assets & Regeneration Theme Committee 28 November 2016	Decision item 7 – Business Planning 2017/18 to 2019/20	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9082&Ver=4
Children, Education	Decision item 9 –	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8630

COMMITTEE	ITEM & DECISION	LINK
& Libraries Theme Committee 17 November 2016	Business Planning	o.uk/ieListDocuments.aspx?CId=697&MId=8687&Ver=4
Environment Theme Committee 8 November 2016	Decision item 9 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8591&Ver=4
Policy and Resources Committee 28 June 2016	Decision item 8 – Business Planning 2017 - 2020	http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8728&Ver=4
Policy and Resources Committee 16 February 2016	Decision item 7 – Business Planning 2016 - 2020	http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4
Policy and Resources Committee 16 December 2015	Decision item 7 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8349&Ver=4
Assets, Regeneration and Growth Committee 30 November 2015	Decision Item 15 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8311&Ver=4
Children's Education, Libraries and Safeguarding Committee 18 November 2015	Decision Item 8 – Annual Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8259&Ver=4
Adults & Safeguarding Committee 12 November 2015	Decision Item 7 – Business Planning 2016/17	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8362&Ver=4
Environment Committee 10 November 2015	Decision Item 7 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8334&Ver=4
Housing Committee 19 October 2015	Decision Item 11 – Housing Revenue Account (HRA) Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16- 2019/20	http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf

Medium Term Financial Strategy	2017/18	2018/19	2019/20
	£000	£000	£000
Budget brought forward	283,451	271,567	259,817
Statutory/cost drivers			
Inflation (pay)	1,108	1,119	1,130
Inflation (non-pay)	3,376	3,443	3,512
Capital financing costs	0	1,000	2,500
Public Health	(445)	(874)	(837)
Statutory/cost drivers sub-total	4,039	4,688	6,305
Contingency - general risks	(746)	(725)	3,844
North London Waste Authority (NLWA) levy	0	758	1,035
Proposed Pressures (as per para 1.4.10 of main report)	8,564	472	3,686
Care for the elderly funded by specific grant	1,453		
Care for the elderly funded by social care precept	4,676	2,187	2,640
Education services funded by DSG (delegated by Schools Forum)	(798)		
Concessionary Fares	255	292	346
Central Expenses sub-total	13,404	2,984	11,551
Balances to/(from) reserves			
Specific reserves contribution 2015/16 NHB			
Specific reserves contribution 2016/17 NHB	(10,735)		
Specific reserves contribution 2017/18 NHB	8,903	(8,903)	
Specific reserves contribution 2018/19 NHB		6,233	(6,233)
Specific reserves contribution 2019/20 NHB			5,900
Specific reserves contribution 2017/18	(7,669)	7,669	
Specific reserves contribution 2018/19		(7,745)	7,745
Specific reserves contribution 2019/20			(9,950)
Reserves sub-total	(9,501)	(2,746)	(2,538)
Total expenditure	291,392	276,493	275,134
New Formula Grant Funding			
Business Rates	36,484	37,658	38,999
Business Rates - Top up	18,362	18,953	19,627
Revenue Support Grant (RSG)	23,413	14,865	6,182
New Formula grant sub-total	78,259	71,476	64,808
Council Tax			
Council Tax Income (excluding ARG savings)	146,450	148,450	150,637
Social Care precept 2016-17	2,571	2,571	2,571
Social Care precept 2017-18	4,676	4,676	4,676
Social Care precept 2018-19		2,187	2,187
Social Care precept 2019-20			2,640
Collection Fund contribution (CT)	3,000	-	-
Private Finance Initiative (PFI) credit	2,235	2,235	2,235
Education Services Transitional Grant	985	0	0
New Homes Bonus (NHB)	10,903	8,233	7,900
Housing and Council Tax Benefit Administration Grant	2,001	1,801	1,621
Public Health	17,609	16,735	15,898
Transitional Grant	1,426		
Adults Social Care Grant / iBCF	1,453	1,453	2,600
Other funding sub-total	193,309	188,341	192,965
Total Income from Grant and Council Tax	271,567	259,817	257,773
Budget Gap before savings & pressures	19,825	16,677	17,361
Proposed Savings	(19,825)	(16,677)	(17,361)
Budget Gap after savings	0	0	0

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Appendix B1: Revenue Budget 2017/18			
	2016/2017		2017/2018
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<u>Council Services</u>			
Adults and Communities	85,566,270	86,801,533	87,140,941
Assurance	3,792,773	3,855,193	3,847,673
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Central Expenses	51,381,147	41,963,237	52,723,188
Children's Education & Skills	6,939,683	7,081,553	6,524,813
Children's Family Services	46,480,663	54,880,765	52,444,980
Commissioning	19,287,520	20,185,641	20,562,941
Customer Support Group	22,119,555	22,090,555	21,160,935
HB LAW	2,011,397	2,011,397	2,011,397
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Parking & Infrastructure	6,119,479	6,106,494	5,935,749
Public Health	18,544,000	18,055,000	17,610,000
Regional Enterprise	1,133,957	1,133,957	(824,393)
Streetscene	13,796,593	13,346,437	12,881,092
Special Parking Account	(8,052,445)	(8,042,170)	(10,321,365)
Additional Income from Council Tax	(2,253,000)	(2,253,000)	(6,863,000)
Total Service Expenditure	271,782,521	272,715,521	270,333,880

REVENUE BUDGET 2017/18

BUDGET	2016/2017 Original	2016/2017 Current	2017/2018 Original
	£	£	£
Total Service Expenditure	271,782,521	272,715,521	270,333,880
Contribution to / (from) Specific Reserves	10,735,156	10,735,136	1,234,000
NET EXPENDITURE	282,517,677	283,450,657	271,567,880
Other Grants	(38,829,000)	(39,761,980)	(36,612,000)
BUDGET REQUIREMENT	243,688,677	243,688,677	234,955,880
Business Rates Retention	(35,484,000)	(35,484,000)	(36,484,000)
Business rates top-up	(18,265,000)	(18,265,000)	(18,362,000)
BUSINESS RATES INCOME	(53,749,000)	(53,749,000)	(54,846,000)
RSG	(36,849,000)	(36,849,000)	(23,413,000)
Collection Fund Adjustments	(3,636,000)	(3,636,000)	(3,000,000)
Additional income from Council Tax	2,253,000	2,253,000	6,863,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	151,707,677	151,707,677	160,559,880
Greater London Authority - Precept	37,349,424	37,349,424	38,936,501
COUNCIL TAX REQUIREMENT	189,057,101	189,057,101	199,496,381

Components of the Council Tax (Band D)	2016/2017	2017/18	Increase
	£	£	
Mayors Office for Policing and Crime	202.11	206.13	1.99%
London Fire & Emergency Planning Authority	47.04	47.04	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	26.85	26.85	0.00%
Greater London Authority	276.00	280.02	1.46%
London Borough of Barnet	1,121.07	1,154.70	3.00%
Total	1,397.07	1,434.72	2.69%

REVENUE BUDGET 2017/18

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)		2016/17	2017/18	Tax Yield
		£	£	£
[Up to £40,000]	Band A	931.38	956.48	2,109,440
[Over £40,000 & up to £52,000]	Band B	1,086.61	1,115.89	6,398,167
[Over £52,000 & up to £68,000]	Band C	1,241.84	1,275.31	25,518,048
[Over £68,000 & up to £88,000]	Band D	1,397.07	1,434.72	40,437,515
[Over £88,000 & up to £120,000]	Band E	1,707.53	1,753.55	44,429,724
[Over £120,000 & up to £160,000]	Band F	2,017.99	2,072.37	35,130,505
[Over £160,000 & up to £320,000]	Band G	2,328.45	2,391.20	34,444,375
[Over £320,000]	Band H	2,794.14	2,869.44	11,028,607
				199,496,381

COUNCIL TAXBASE

Council Taxbase	2016/17	2017/18	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	168,206	169,714	243,492,069
Exemptions	(2,454)	(2,513)	(3,605,451)
Disabled reductions	(112)	(111)	(159,254)
Discounts (10%, 25% & 50%)	(28,938)	(28,258)	(40,542,318)
Adjustments	605	2,319	3,327,116
Aggregate Relevant Amounts	137,307	141,151	202,512,162
Non-Collection (1.5% both years)	(2,060)	(2,118)	(3,038,737)
Contributions in lieu from MoD	77	16	22,956
	135,324	139,049	199,496,381

Budget Summary and Forward Plan

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	85,566,270 1,295,593	87,140,941	82,286,941
Efficiencies	86,861,863	87,140,941	82,286,941
<p>A review of contracts was undertaken and those contracts that duplicated service provision, that were poor value for money due to low levels of activity or could be provided more efficiently have been identified.</p> <p>Proposals are being developed in relation to individual contracts (including contracts held with the voluntary and community sector, please see the separate paper titled 'Prevention and Early Support Services' from Adults and Safeguarding Committee 10 November https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MIId=8674&Ver=4). The changes include commissioning different models of service delivery, choosing not to renew historic contracts, terminating contracts, improved contract management and negotiation of better rates for 2017/18.</p> <p>Further savings will be secured from our expenditure on supported living services for those with complex needs by putting in place an early intervention service that will stop people needing very high levels of care and by reducing the number of spot purchases outside of the contract rates.</p>	(762,000)	(791,000)	(681,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>The Better Care Fund will continue into future years and 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>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p>	(400,000)		<p>(727,000)</p> <p>(213,000)</p>

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>A revised business case for an alternative delivery vehicle (ADV) was agreed by the Adults and Safeguarding Committee on 19th September. It was agreed by Committee that further work be undertaken to establish a revised business case including detailed proposals for a shared service with the NHS (Option B). The vision for the shared service option is based on creating an integrated, single health and social care pathway providing a seamless care journey for service users and patients. The potential for savings from the shared service option are based on aligning commissioning plans between the local authority and the NHS, as well as generating efficiencies through economies of scale / removing duplicate management capacity for a shared organisation (e.g. reduced senior management costs or A&C, as well as reduced management overheads for functions such as Finance, Performance and Communications).</p>		(654,000)	(654,000)
<p>The savings will be secured through a four year programme of changes to the range of services individuals are offered and help them progress towards independence, more efficient use of building and some reductions in the price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>	(283,000)	(343,000)	(596,000)
	(1,445,000)	(1,788,000)	(2,871,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
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.	(385,000)	(300,000)	(470,000)
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council is currently procuring a partner to co-develop and implement this approach from April 2017.	(500,000)	(500,000)	0
	(885,000)	(800,000)	(470,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as community support, 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 and ,local clubs, for example.	(350,000)	(350,000)	(91,000)
An intensive evidence-based model of support for 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. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.	(160,000)	(160,000)	(180,000)
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.		(465,000)	

Adults and Communities	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.</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>	(350,000)	(150,000)	(100,000)
<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>	(80,000)	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of 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 national Living Wage.</p>	(200,000)	(140,000)	

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<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>	(450,000)	(350,000)	(300,000)
<p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p>	(500,000)	(250,000)	(250,000)
<p>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>	(54,000)	(54,000)	(54,000)

Adults and Communities		2017/18 £	2018/19 £	2019/20 £
Income	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 home sharing 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.		(72,000)	(102,000)
	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.			(760,000)
		(2,144,000)	(2,161,000)	(2,007,000)
	As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 130k in 17/18.	(103,000)	(105,000)	
	Uplifting the current rates used to assess contributions to reflect the current cost of care. Remove a partial disregard on disability benefits. Changing the approach to personal allowances.	(290,000)		
		(393,000)	(105,000)	0

Adults and Communities		2017/18 £	2018/19 £	2019/20 £
<u>Pressures</u>				
	Social care Precept	4,676,218		
	Adults Social Care grant expenditure	1,453,000		
<u>Transfers</u>				
	Tranch 2 0-25 transfer to Children's	(983,140)		
		5,146,078	0	0
Budget		87,140,941	82,286,941	76,938,941

Adults and Communities

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Care Quality	4,736,000	4,437,771	3,675,231
Customer Care	334,275	253,687	253,637
Integrated care - LD & MH	40,587,214	37,892,951	35,971,933
Integrated care - OP & DP	35,609,356	38,672,026	41,945,537
Safeguarding	603,751	674,458	682,218
Social Care Management	411,845	735,588	741,233
Adults Social Care	82,282,441	82,666,481	83,269,789
Community Well-being	733,370	537,828	540,998
Customer Finance	719,079	842,271	839,611
Performance & Improvement	992,187	1,412,222	1,411,272
Prevention & Well Being	652,753	561,127	561,127
Community Well-being	3,097,389	3,353,448	3,353,008
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Adults and Communities	85,566,270	86,801,533	87,140,941

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	13,723,719	13,571,758	13,232,088
Premises Related	33,228	54,943	54,943
Secondary Recharges	25,623	37,813	37,813
Supplies/Services	8,785,509	5,730,304	5,950,424
Third Party Payments	75,232,599	93,665,565	94,810,073
Transfer Payments	14,372,999	945,996	515,196
Transport Related	1,279,389	1,144,591	1,144,591
Expenditure	113,453,066	115,150,970	115,745,128
Customer & Client Receipts	(10,872,765)	(11,650,365)	(11,940,355)
Government Grants	(2,199,643)	(1,658,474)	(1,658,474)
Other Grants, Reimbursements & Contributions	(14,814,388)	(15,040,598)	(15,005,358)
Income	(27,886,796)	(28,349,437)	(28,604,187)
Adults and Communities	85,566,270	86,801,533	87,140,941

Budget Summary and Forward Plan

Assurance	2017/18 £	2018/19 £	2019/20 £
Base Budget	3,792,773	3,847,673	3,847,673
Virements	54,900		
	3,847,673	3,847,673	3,847,673
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	3,847,673	3,847,673	3,847,673

Assurance

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Assurance Management	565,008	579,268	579,358
Assurance Management	565,008	579,268	579,358
Elections	348,195	356,820	357,505
Elections	348,195	356,820	357,505
Governance	2,143,500	2,164,730	2,158,330
Governance Total	2,143,500	2,164,730	2,158,330
Internal Audit & CAFT	736,070	754,375	752,480
Internal Audit & CAFT	736,070	754,375	752,480
Assurance	3,792,773	3,855,193	3,847,673

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	3,488,303	3,510,843	3,503,323
Premises Related	520	1,520	1,520
Secondary Recharges	120,607	99,017	100,907
Supplies/Services	391,890	452,550	450,660
Transport Related	28,230	28,040	28,040
Expenditure	4,029,550	4,091,970	4,084,450
Customer & Client Receipts	(59,530)	(59,530)	(59,530)
Other Grants, Reimbursements & Contributions	(177,247)	(177,247)	(177,247)
Income	(236,777)	(236,777)	(236,777)
Assurance	3,792,773	3,855,193	3,847,673

Budget Summary and Forward Plan

Births Deaths & Marriages	2017/18 £	2018/19 £	2019/20 £
Base Budget	(60,820)	(60,820)	(60,820)
Virements			
	(60,820)	(60,820)	(60,820)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	(60,820)	(60,820)	(60,820)

Births Deaths & Marriages

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	344,020	344,020	344,020
Premises Related	55,075	55,075	55,075
Secondary Recharges	1,590	1,590	1,590
Supplies/Services	37,865	37,865	37,865
Third Party Payments	1,020	1,020	1,020
Transport Related	1,000	1,000	1,000
Expenditure	440,570	440,570	440,570
Customer & Client Receipts	(501,390)	(501,390)	(501,390)
Income	(501,390)	(501,390)	(501,390)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)

Budget Summary and Forward Plan

Central Expenses	2017/18 £	2018/19 £	2019/20 £
Base Budget	51,381,147	52,723,188	52,223,188
Virements	(9,300,100)		
	42,081,047	52,723,188	52,223,188
Efficiencies			
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however 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 this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p>			
Reduction in Levies	(500,000)	(500,000)	(1,000,000)
Reduction in Corporate Subscriptions	(120,000)		
Reduction in External Audit fees	(30,000)		
	(1,155,000)	(500,000)	(1,000,000)

Central Expenses		2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>				
		0	0	0
<u>Service Redesign</u>				
		0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	Reduction in grants budget for London Councils Grants Scheme	(304,000)		
		(304,000)	0	0
<u>Income</u>				
	Increasing Council Tax Support payments to 20%	(456,000)		
		(456,000)	0	0
<u>Pressures</u>				
	General Provision for Inflation	4,484,000		
	Contingency	(746,000)		
	Service / Demographic Pressures	8,564,141		
	Increase in Concessionary fare	255,000		
		12,557,141	0	0
Budget		52,723,188	52,223,188	51,223,188

Central Expenses

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	19,259,670	17,279,670	16,779,670
Car Leasing	2,210	0	2,210
Central Contingency	7,876,506	438,596	12,402,547
Corporate Fees & Charges	263,940	263,940	233,940
Corporate Subscriptions	314,220	314,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	19,242,250	19,242,250	18,688,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses Total	51,381,147	41,963,237	52,723,188
Central Expenses Total	51,381,147	41,963,237	52,723,188

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	28,401,416	18,983,506	30,447,457
Employee Related	2,871,491	2,871,491	2,871,491
Premises Related	740,400	740,400	740,400
Secondary Recharges	(191,230)	(191,230)	(191,230)
Supplies/Services	890,420	886,790	740,420
Third Party Payments	20,210,470	20,210,470	19,656,470
Transfer Payments	1,180	0	1,180
Transport Related	2,210	0	2,210
Expenditure Total	52,926,357	43,501,427	54,268,398
Customer & Client Receipts	176,040	183,060	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(18,130)	(18,130)	(18,130)
Income Total	(1,545,210)	(1,538,190)	(1,545,210)
Central Expenses Total	51,381,147	41,963,237	52,723,188

Central Expenses (Levies)

Levies	Original Estimate 2016-17	Current Estimate 2016-17	Original Budget 2017-18
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	378,350
London Pension Funds	707,000	707,000	607,000
Traffic Control Signals Unit	519,400	519,400	469,400
Concessionary Fares	16,145,280	16,145,280	16,095,280
	18,120,760	18,120,760	17,870,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	284,000	284,000
	284,000	284,000	284,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	837,490	837,490	533,490
Total Levies	19,242,250	19,242,250	18,688,250

Budget Summary and Forward Plan

Children's Education & Skills	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,939,683	6,524,813	6,269,813
Virements	141,870		
	7,081,553	6,524,813	6,269,813
<u>Efficiencies</u>			
	0	0	0
<u>Shared Service's Model</u>			
Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(160,000)	(255,000)	(350,000)
	(160,000)	(255,000)	(350,000)
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0

Children's Education & Skills		2017/18 £	2018/19 £	2019/20 £
Income				
<p>The strategic partnership with Cambridge Education for Education and Skills services in Barnet includes a contractual requirement for gainshare of profits from the trading of services externally.</p> <p>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 saving target is over and above the agreed contractual savings.</p>				(300,000)
		0	0	(300,000)
Pressures				
CS DSG sub - SF de-delegation		(396,740)		
		(396,740)	0	0
Budget		6,524,813	6,269,813	5,619,813

Children's Education & Skills

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Education & Skills Management	6,939,683	7,081,553	6,524,813
Education Management Team	6,939,683	7,081,553	6,524,813
Edu Partnership & Commercial		0	0
School Improvement		0	0
SEND & Inclusion		0	0
Inclusion & Skills	0	0	0
Children's Education & Skills	6,939,683	7,081,553	6,524,813

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related		41,870	41,870
Supplies/Services	16,258,686	7,039,683	(396,740)
Third Party Payments		0	6,879,683
Expenditure	16,258,686	7,081,553	6,524,813
Customer & Client Receipts	(9,043,273)	0	
Government Grants	(107,090)	0	
Other Grants, Reimbursements & Contributions	(168,640)	0	
Income	(9,319,003)	0	0
Children's Education & Skills	6,939,683	7,081,553	6,524,813

Budget Summary and Forward Plan

Children's Families	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	46,480,663 8,477,177	52,444,980	50,075,980
	54,957,840	52,444,980	50,075,980
<u>Efficiencies</u> 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.	(315,000)	(365,000)	(334,000)
	(315,000)	(365,000)	(334,000)
<u>Shared Service's Model</u> 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. 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.	0	(150,000)	(800,000)
	0	(150,000)	(800,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
Service Redesign			
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.	(375,000)	(375,000)	(375,000)
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. A review is being undertaken and papers will go to CELS in 2017.	(131,000)	(160,000)	(549,000)
Implementing 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.	(1,501,000)	(53,000)	(12,000)
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)
This saving was delivered in 16/17 through a contract negotiation.	(200,000)		
Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. A Strategic Outline Case is going to CELS in November 16.			(800,000)
	(2,207,000)	(588,000)	(2,309,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></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>	(144,000)	(589,000)	(1,336,000)
	(144,000)	(589,000)	(1,336,000)
<p><u>Income</u></p> <p>Savings through appropriate allocation of education costs for joint placements for children under the age of 18.</p> <p>As a result of Government consultation 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.</p> <p>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.</p>	(250,000)	(250,000)	(250,000)
	(580,000)	(200,000)	
	(830,000)	(677,000)	(250,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
<u>Pressures</u>			
<u>Transfers</u>			
Tranch 2 0-25 transfer to Children's	983,140		
	983,140	0	0
Budget	52,444,980	50,075,980	45,046,980

Children's Family Services

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSC 0-25	2,212,140	6,103,902	7,092,757
Intake and Assessment	2,531,985	3,067,635	3,076,025
Intervention and Planning	2,584,945	3,264,750	3,286,965
Permanence Trns & CorParenting	3,183,712	3,430,387	3,419,202
Placements	17,467,895	17,728,995	16,768,445
Safeguarding & Quality	1,787,250	2,125,215	2,125,920
Social Care Management	1,174,958	1,744,218	1,751,698
Children Social Care	30,942,885	37,465,102	37,521,012
Commissioning & Business Imp.	3,024,568	3,698,328	3,520,054
Early Years	2,764,784	3,841,000	3,352,134
Libraries & Comm.Engagemnt	5,425,825	5,648,685	4,142,175
Youth & Family Support	3,222,914	3,561,709	3,564,904
Early Intervention & Prevention	14,438,091	16,749,722	14,579,267
Family Services Management	1,099,687	665,941	344,701
Family Services Management	1,099,687	665,941	344,701
Children's Family Services	46,480,663	54,880,765	52,444,980

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(343,490)	(248,900)	(248,900)
Employee Related	24,158,154	28,344,236	26,988,191
Premises Related	1,108,514	1,175,119	1,175,119
Secondary Recharges	66,960	67,220	67,220
Supplies/Services	4,348,115	4,582,661	4,417,341
Third Party Payments	13,906,510	17,527,332	17,581,152
Transfer Payments	5,578,290	6,078,290	6,078,290
Transport Related	501,380	480,269	480,269
Expenditure	49,324,433	58,006,227	56,538,682
Customer & Client Receipts	(1,284,600)	(1,448,686)	(1,448,686)
Government Grants	(511,660)	(511,660)	(511,660)
Other Grants, Reimbursements & Contributions	(1,047,510)	(1,165,116)	(2,133,356)
Income	(2,843,770)	(3,125,462)	(4,093,702)
Children's Family Services	46,480,663	54,880,765	52,444,980

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
Base Budget	19,287,520	20,562,941	19,773,941
Virements	1,609,061		
	20,896,581	20,562,941	19,773,941
Efficiencies			
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. 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)	(45,000)	(44,000)
<p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p>			(679,000)
<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. Options will be considered to ensure that this is deliverable before 2018.</p>		(644,000)	(600,000)
	(46,000)	(689,000)	(1,323,000)

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
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.	(50,000)	(100,000)	(300,000)
	0	0	0

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
<u>Service Reform</u>			
Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off			(243,000)
	0	0	(243,000)
<u>Shared Services Model</u>			
<u>Income</u>	(50,000)	(100,000)	(786,000)
	0	0	0
<u>Pressures</u>			
CS DSG sub - SF de-delegation	(237,640)		
	(237,640)	0	0
Budget	20,562,941	19,773,941	17,664,941

Commissioning

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Commercial	1,049,180	902,045	901,430
Commercial & Customer	1,049,180	902,045	901,430
Finance	739,684	959,424	929,909
Information Management	879,623	920,623	878,453
Programme & Resources	810,270	816,585	819,535
Deputy Chief Operating Officer	2,429,577	2,696,632	2,627,897
Adults and Health	1,258,234	1,283,859	1,275,534
Children & Young people	443,391	560,625	255,971
Environment	12,048,945	12,842,985	13,429,748
Growth & Development	174,956	195,126	217,604
Strategic Commissioning	13,925,526	14,882,595	15,178,857
Strategic Commissioning Board	767,950	560,430	560,430
Strategic Commissioning Board	767,950	560,430	560,430
Commissioning Strategy	441,400	505,097	655,440
Communications	673,887	638,842	638,887
Strategy & Communications	1,115,287	1,143,939	1,294,327
TP-Adults		0	0
TP-Child's Family Services		0	0
Transformation Programme	0	0	0
Commissioning	19,287,520	20,185,641	20,562,941

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Expenditure			
Capital Financing	(42,514)	(57,514)	(57,514)
Employee Related	8,633,634	9,326,759	9,266,179
Premises Related	17,970	17,970	17,970
Secondary Recharges	(1,665,409)	(1,514,091)	(2,221,851)
Supplies/Services	12,597,577	12,819,848	13,186,828
Third Party Payments	2,779,688	1,244,678	2,764,298
Transfer Payments	258,000,000	258,000,000	258,000,000
Transport Related	18,190	15,260	15,260
Expenditure	280,339,136	279,852,910	280,971,170
Customer & Client Receipts	(1,265,650)	(1,285,293)	(544,223)
Government Grants	(256,099,206)	(257,862,595)	(256,099,206)
Interest	45,430	45,430	0
Other Grants, Reimbursements & Contributions	(3,732,190)	(564,811)	(3,764,800)
Income	(261,051,616)	(259,667,269)	(260,408,229)
Commissioning	19,287,520	20,185,641	20,562,941

Budget Summary and Forward Plan

Customer Support Group	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	22,119,555 (29,000)	21,160,935	19,560,935
	22,090,555	21,160,935	19,560,935
<u>Efficiencies</u>			
Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.		(500,000)	(1,500,000)
The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies 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.		(500,000)	

Customer Support Group	2017/18 £	2018/19 £	2019/20 £
<p>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 been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p>	(400,000)	(600,000)	(1,000,000)
	(400,000)	(1,600,000)	(2,500,000)
	0	0	0
	0	0	0
	0	0	0

Service Reductions

Service Redesign

Reducing Demand, Promoting Independence

Customer Support Group		2017/18 £	2018/19 £	2019/20 £
<u>Income</u>				
	Income to be generated through surplus space available in libraries.	(366,000)	0	(151,000)
		(366,000)	0	(151,000)
<u>Pressures</u>				
	CS DSG sub - SF de-delegation	(163,620)		
		(163,620)	0	0
Budget		21,160,935	19,560,935	16,909,935

Customer Support Group

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSG Managed Budget	4,117,596	1,195,070	867,611
CSG Management Fee	18,001,959	20,895,485	20,293,324
Customer Support Group	22,119,555	22,090,555	21,160,935
Customer Support Group	22,119,555	22,090,555	21,160,935

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Premises Related	7,057,410	4,505,360	4,505,360
Secondary Recharges	197,140	(1,025,270)	(1,188,890)
Supplies/Services	22,285,513	29,120,195	28,681,654
Expenditure	29,540,063	32,600,285	31,998,124
Customer & Client Receipts	(6,126,488)	(9,215,710)	(9,543,169)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(871,190)	(871,190)
Income	(7,420,508)	(10,509,730)	(10,837,189)
Customer Support Group	22,119,555	22,090,555	21,160,935

Budget Summary and Forward Plan

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

HB LAW

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
HB Law	2,011,397	2,011,397	2,011,397
HB Law Total	2,011,397	2,011,397	2,011,397
HB LAW	2,011,397	2,011,397	2,011,397

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Supplies/Services	2,791,229	2,791,229	2,791,229
Expenditure	2,791,229	2,791,229	2,791,229
Customer & Client Receipts	(779,832)	(779,832)	(779,832)
Income	(779,832)	(779,832)	(779,832)
HB LAW	2,011,397	2,011,397	2,011,397

Budget Summary and Forward Plan

Housing Needs Resources	2017/18 £	2018/19 £	2019/20 £
Base Budget	4,975,749	5,559,749	5,559,749
Virements	584,000		
	5,559,749	5,559,749	5,559,749
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,559,749	5,559,749	5,559,749

Housing Needs Resources

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	84,670	84,670	84,670
Secondary Recharges	140	140	140
Supplies/Services	3,485,097	3,485,097	3,485,097
Third Party Payments	17,635,900	25,659,072	18,219,900
Expenditure	21,205,807	29,228,979	21,789,807
Customer & Client Receipts	(15,741,808)	(23,180,980)	(15,741,808)
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
Income	(16,230,058)	(23,669,230)	(16,230,058)
Housing Needs Resources	4,975,749	5,559,749	5,559,749

Budget Summary and Forward Plan

Parking & Infrastructure	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,119,479	5,935,749	5,785,749
Virements	(42,080)		
	6,077,399	5,935,749	5,785,749
<u>Efficiencies</u>			
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows 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.		(150,000)	
Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure	(141,650)		141,650
	(141,650)	(150,000)	141,650

Parking & Infrastructure	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,935,749	5,785,749	5,927,399

Parking & Infrastructure

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Highway Inspection/Maintenance	353,727	421,317	255,397
Parking	(457,750)	(537,750)	(537,750)
Parking & Infrastructure	(104,023)	(116,433)	(282,353)
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Street Lighting	6,223,502	6,222,927	6,218,102
Street Lighting	6,223,502	6,222,927	6,218,102
Parking & Infrastructure	6,119,479	6,106,494	5,935,749

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Accounting Charges	8,052,445	8,042,170	10,321,365
Employee Related	1,291,169	1,768,459	1,730,169
Premises Related	192,260	192,260	192,260
Secondary Recharges	(140,097)	(140,097)	(203,667)
Supplies/Services	11,444,100	12,264,100	12,191,020
Transport Related	67,790	67,790	62,790
Expenditure	20,907,667	22,194,682	24,293,937
Customer & Client Receipts	(14,788,188)	(16,088,188)	(18,358,188)
Income	(14,788,188)	(16,088,188)	(18,358,188)
Parking & Infrastructure	6,119,479	6,106,494	5,935,749

Budget Summary and Forward Plan

Public Health	2017/18 £	2018/19 £	2019/20 £
Base Budget	18,544,000	17,610,000	17,610,000
Virements	(489,000)		
	18,055,000	17,610,000	17,610,000
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
Reduction in PH grant	(445,000)		
	(445,000)	0	0
Budget	17,610,000	17,610,000	17,610,000

Public Health

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Public Health	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Third Party Payments	18,544,000	18,055,000	17,610,000
Expenditure	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000

Budget Summary and Forward Plan

Regional Enterprise	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	1,133,957	(5,434,393)	(10,129,393)
	1,133,957	(5,434,393)	(10,129,393)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure	(1,958,350)		1,958,350
	(1,958,350)	0	1,958,350

Regional Enterprise	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
<u>Income</u>	0	0	0
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	(4,610,000)	(4,495,000)	(437,000)
Possible introduction of a permit charges to reduce damage to footways. Permit would be issued when development is planned to allow skips and building material to cross the footway		(200,000)	
	(4,610,000)	(4,695,000)	(437,000)
<u>Pressures</u>			
	0	0	0
Budget	(5,434,393)	(10,129,393)	(8,608,043)

Regional Enterprise

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Guaranteed Income	(14,661,463)	(15,581,075)	(14,661,463)
Re Managed Budgets	1,056,852	1,144,852	(901,498)
RE Projects	0	0	0
Re Managed Budgets	(13,604,611)	(14,436,223)	(15,562,961)
Management Fee	14,738,568	15,570,180	14,738,568
Re Management Fee	14,738,568	15,570,180	14,738,568
Regional Enterprise	1,133,957	1,133,957	(824,393)
Additional Income from Council Tax			(4,610,000)
Regional Enterprise Total			(5,434,393)
	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(150,000)	(150,000)	(150,000)
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	(2,336,960)	(2,336,960)	(2,336,960)
Supplies/Services	23,106,418	23,938,030	21,148,068
Expenditure	20,626,178	21,457,790	18,667,828
Customer & Client Receipts	(14,749,463)	(15,581,075)	(14,749,463)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(3,457,433)	(3,457,433)	(3,457,433)
Income	(19,492,221)	(20,323,833)	(19,492,221)
Regional Enterprise	1,133,957	1,133,957	(824,393)
Additional Income from Council Tax			(4,610,000)
Regional Enterprise Total			(5,434,393)

Budget Summary and Forward Plan

Streetscene	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	13,796,593 629,499	12,881,092	11,756,092
	14,426,092	12,881,092	11,756,092
<p><u>Efficiencies</u></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> <p>Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, LATCO 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.</p>	(345,000)		
	(250,000)	(450,000)	

Streetscene	2017/18 £	2018/19 £	2019/20 £
<p>Review of Street Cleansing Services: Reduction in Street Cleansing 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>	(600,000)		
	(1,195,000)	(450,000)	0
	0	0	0
<u>Service Reductions</u>			
<p><u>Service Redesign</u></p> <p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our greenspace and who maintains our greenspaces, espially those that are "low quality / low value". This could be as whole greenspaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p>		(50,000)	(150,000)
	0	(50,000)	(150,000)

Streetscene	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
<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>	(50,000)		(900,000)
<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)
	(50,000)	(100,000)	(1,000,000)

Streetscene		2017/18 £	2018/19 £	2019/20 £
Income	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 and Green Waste: A challenging income generation target across a range of chargeable services including but not limited to: 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.	(200,000)	(300,000)	(1,000,000)

Streetscene		2017/18 £	2018/19 £	2019/20 £
	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	(75,000)		
	Advertising in Council Parks and Open space. There are no current plans for income generation through advertising within parks and open spaces, so a expansion into advertising in these areas will rolled out and suitable sites and types of advertising found.		(100,000)	
		(300,000)	(525,000)	(1,000,000)
	<u>Pressures</u>			
		0	0	0
Budget		12,881,092	11,756,092	9,606,092

Streetscene

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Business Improvement	264,227	333,975	326,755
Business Improvement	264,227	333,975	326,755
Transport	- 327,530	- 44,500	- 44,940
Contract Management	- 327,530	- 44,500	- 44,940
Green Spaces	4,329,682	4,343,350	3,955,500
Green Spaces	4,329,682	4,343,350	3,955,500
Street Cleansing	3,526,540	3,580,387	2835437
Parks, Street Cleaning & Groun	3,526,540	3,580,387	2,835,437
Street Scene Management	652,091	592,243	542,243
Street Scene Management	652,091	592,243	542,243
Recycling	1,021,398	364,237	364,237
Trade Waste	- 1,929,805	- 1,751,490	- 1,959,585
Waste	6,259,990	5,928,235	6,861,445
Waste & Recycling	5,351,583	4,540,982	5,266,097
Streetscene	13,796,593	13,346,437	12,881,092

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	12,946,476	12,953,175	11,693,850
Premises Related	1,429,790	1,374,320	1,349,320
Secondary Recharges	- 6,762,343	- 7,041,673	- 7,041,693
Supplies/Services	2,879,977	2,678,847	2,113,847
Third Party Payments	3,925	-	-
Transport Related	9,625,438	9,618,438	9,482,438
Expenditure	20,123,263	19,583,107	17,597,762
Customer & Client Receipts	- 4,564,670	- 4,474,670	- 4,716,670
Government Grants	- 1,762,000	- 1,762,000	-
Income	- 6,326,670	- 6,236,670	- 4,716,670
Streetscene	13,796,593	13,346,437	12,881,092

Budget Summary and Forward Plan

Special Parking Account	2017/18 £	2018/19 £	2019/20 £
Base Budget	(8,052,445)	(10,321,365)	(10,561,365)
Virements	(1,998,920)		
	(10,051,365)	(10,321,365)	(10,561,365)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
Cost recovery from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(270,000)	(240,000)	(130,000)
	(270,000)	(240,000)	(130,000)
<u>Pressures</u>			
	0	0	0
Budget	(10,321,365)	(10,561,365)	(10,691,365)

Revenue Budget 2017-2018

Special Parking Account

	2016-2017	2016-2017	2017-2018
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices - Including MTC	(6,635,010)	(9,915,010)	(10,915,010)
Permits	(2,550,000)	(1,550,000)	(1,820,000)
Pay & Display	(3,060,000)	(3,180,000)	(3,680,000)
CCTV Bus lanes	(1,470,000)	(370,000)	(370,000)
Total Income	(13,715,010)	(15,015,010)	(16,785,010)
Operating Expenditure	5,662,565	6,972,840	6,463,645
Net Operating Surplus	(8,052,445)	(8,042,170)	(10,321,365)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(8,052,445)	(8,042,170)	(10,321,365)
Balance brought forward	0	0	0
Appropriation to General Fund	8,052,445	8,042,170	10,321,365
Balance Carried Forward	0	0	0

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

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT		
	2016/17	2017/18
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(50,604,854)	(51,553,868)
Non-dwelling rents	(1,613,781)	(1,713,886)
Tenants Charges for services and facilities	(3,927,160)	(4,044,757)
Leaseholder Charges for Services and Facilities	(3,049,752)	(3,094,000)
Grants and other income	(1,274,486)	(167,238)
Total Income	(60,470,033)	(60,573,749)
Expenditure		
Repairs and Maintenance	7,701,000	7,485,519
Supervision and management		
General	14,503,736	13,948,050
Special	6,834,476	6,488,694
Rents, Rates, taxes and other charges	430,535	129,484
Depreciation and impairment of fixed assets	12,837,638	12,837,635
Contribution to Major Repairs Reserve	8,313,362	8,313,365
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	7,413,628	7,413,627
Increase in bad debt provision	516,376	1,100,000
Total Expenditure	59,370,752	58,536,374
Net Cost of HRA Services	(1,099,281)	(2,037,375)
Interest and investment income	(147,200)	(147,200)
(Surplus) or deficit for the year on HRA services	(1,246,481)	(2,184,575)

Appendix B2: Revenue Budget 2017/18			
<u>Council Theme Committee</u>	2016/2017		2017/2018
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Adults & Safeguarding Committee	86,824,504	88,085,392	88,416,475
Assets, Regeneration & Growth	(256,656)	(5,547,922)	(5,648,392)
Children, Education, Libraries & Safeguarding	53,863,737	54,402,098	56,087,844
Community Leadership Committee	2,259,420	2,283,705	2,281,370
Environment Committee	38,242,322	38,766,138	36,554,894
Housing Committee	4,698,069	5,281,603	5,282,069
Policy & Resources	77,912,570	81,684,677	86,933,985
Public Health	18,544,000	18,055,000	17,610,000
Special Parking Account	(8,052,445)	(8,042,170)	(10,321,365)
Additional income from Council Tax	(2,253,000)	(2,253,000)	(6,863,000)
Total	271,782,521	272,715,521	270,333,880

REVENUE BUDGET 2017/18

BUDGET	2016/2017 Original	2016/2017 Current	2017/2018 Original
	£	£	£
Total Service Expenditure	271,782,521	272,715,521	270,333,880
Contribution to / (from) Specific Reserves	10,735,156	10,735,136	1,234,000
NET EXPENDITURE	282,517,677	283,450,657	271,567,880
Other Grants	(38,829,000)	(39,761,980)	(36,612,000)
BUDGET REQUIREMENT	243,688,677	243,688,677	234,955,880
Business Rates Retention	(35,484,000)	(35,484,000)	(36,484,000)
Business rates top-up	(18,265,000)	(18,265,000)	(18,362,000)
BUSINESS RATES INCOME	(53,749,000)	(53,749,000)	(54,846,000)
RSG	(36,849,000)	(36,849,000)	(23,413,000)
Collection Fund Adjustments	(3,636,000)	(3,636,000)	(3,000,000)
Additional income from Council Tax	2,253,000	2,253,000	6,863,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	151,707,677	151,707,677	160,559,880
Greater London Authority - Precept	37,349,424	37,349,424	38,936,501
COUNCIL TAX REQUIREMENT	189,057,101	189,057,101	199,496,381

Components of the Council Tax (Band D)	2016/2017	2017/18	Increase
	£	£	
Mayors Office for Policing and Crime	202.11	206.13	1.99%
London Fire & Emergency Planning Authority	47.04	47.04	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	26.85	26.85	0.00%
Greater London Authority	276.00	280.02	1.46%
London Borough of Barnet	1,121.07	1,154.70	3.00%
Total	1,397.07	1,434.72	2.69%

REVENUE BUDGET 2017/18

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)		2016/17	2017/18	Tax Yield
		£	£	£
[Up to £40,000]	Band A	931.38	956.48	2,109,440
[Over £40,000 & up to £52,000]	Band B	1,086.61	1,115.89	6,398,167
[Over £52,000 & up to £68,000]	Band C	1,241.84	1,275.31	25,518,048
[Over £68,000 & up to £88,000]	Band D	1,397.07	1,434.72	40,437,515
[Over £88,000 & up to £120,000]	Band E	1,707.53	1,753.55	44,429,724
[Over £120,000 & up to £160,000]	Band F	2,017.99	2,072.37	35,130,505
[Over £160,000 & up to £320,000]	Band G	2,328.45	2,391.20	34,444,375
[Over £320,000]	Band H	2,794.14	2,869.44	11,028,607
				199,496,381

COUNCIL TAXBASE

Council Taxbase	2016/17	2017/18	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	168,206	169,714	243,492,069
Exemptions	(2,454)	(2,513)	(3,605,451)
Disabled reductions	(112)	(111)	(159,254)
Discounts (10%, 25% & 50%)	(28,938)	(28,258)	(40,542,318)
Adjustments	605	2,319	3,327,116
Aggregate Relevant Amounts	137,307	141,151	202,512,162
Non-Collection (1.5% both years)	(2,060)	(2,118)	(3,038,737)
Contributions in lieu from MoD	77	16	22,956
	135,324	139,049	199,496,381

Budget Summary and Forward Plan			
Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
Base Budget	86,824,504	88,416,475	83,562,475
Virements	1,312,893		
	88,137,397	88,416,475	83,562,475
<u>Efficiencies</u>			
<p>(762,000)</p> <p>(791,000)</p> <p>(681,000)</p> <p>A review of contracts was undertaken and those contracts that duplicated service provision, that were poor value for money due to low levels of activity or could be provided more efficiently have been identified.</p> <p>Proposals are being developed in relation to individual contracts (including contracts held with the voluntary and community sector, please see the separate paper titled 'Prevention and Early Support Services' from Adults and Safeguarding Committee 10 November https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8674&Ver=4). The changes include commissioning different models of service delivery, choosing not to renew historic contracts, terminating contacts, improved contract management and negotiation of better rates for 2017/18.</p> <p>Further savings will be secured from our expenditure on supported living services for those with complex needs by putting in place an early intervention service that will stop people needing very high levels of care and by reducing the number of spot purchases outside of the contract rates.</p>			

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<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>The savings will be secured through a four year programme of changes to the range of services individuals are offered and help them progress towards independence, more efficient use of building and some reductions in the price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>	(283,000)	(343,000)	(727,000)
	(1,445,000)	(1,788,000)	(2,871,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u> <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>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). The Council is currently procuring a partner to co-develop and implement this approach from April 2017.</p>	<p>(385,000)</p> <p>(500,000)</p> <p>(885,000)</p>	<p>(300,000)</p> <p>(500,000)</p> <p>(800,000)</p>	<p>(470,000)</p> <p>(470,000)</p>

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
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.	(350,000)	(350,000)	(91,000)
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. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.	(160,000)	(160,000)	(180,000)
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.		(465,000)	

Adults & Safeguarding	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.</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>	(350,000)	(150,000)	(100,000)
<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>	(80,000)	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of 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 Barnet Living Wage.</p>	(200,000)	(140,000)	

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<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>	(450,000)	(350,000)	(300,000)
<p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p>	(500,000)	(250,000)	(250,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>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> <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>	(54,000)	(54,000)	(54,000)
		(72,000)	(102,000)
			(760,000)
	(2,144,000)	(2,161,000)	(2,007,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<u>Income</u>			
As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 130k in 17/18.	(103,000)	(105,000)	
Uplifting the current rates used to assess contributions to reflect the current cost of care. Remove a partial disregard on disability benefits. Changing the approach to personal allowances.	(290,000)		
	(393,000)	(105,000)	0
<u>Pressures</u>			
Social Care Precept	4,676,218		
Adults Social Care Grant Expenditure	1,453,000		
<u>Transfers</u>			
Tranch 2 0-25 transfer to Children's	(983,140)		
	5,146,078	0	0
Budget	88,416,475	83,562,475	78,214,475

Adults & Safeguarding

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Care Quality	4,736,000	4,437,771	3,675,231
Customer Care	334,275	253,687	253,637
Integrated care - LD & MH	40,587,214	37,892,951	35,971,933
Integrated care - OP & DP	35,609,356	38,672,026	41,945,537
Safeguarding	603,751	674,458	682,218
Social Care Management	411,845	735,588	741,233
Adults Social Care	82,282,441	82,666,481	83,269,789
Community Well-being	733,370	537,828	540,998
Customer Finance	719,079	842,271	839,611
Performance & Improvement	992,187	1,412,222	1,411,272
Prevention & Well Being	652,753	561,127	561,127
Community Well-being	3,097,389	3,353,448	3,353,008
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Adults and Health	1,258,234	1,283,859	1,275,534
Strategic Commissioning	1,258,234	1,283,859	1,275,534
TP-Adults	-	-	-
Transformation Programme	-	-	-
Adults & Safeguarding Committee	86,824,504	88,085,392	88,416,475

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(27,514)	(27,514)	(27,514)
Employee Related	15,203,709	15,077,373	14,729,378
Premises Related	49,068	70,783	70,783
Secondary Recharges	58,553	70,743	70,743
Supplies/Services	8,836,249	5,781,044	6,001,164
Third Party Payments	76,525,709	94,958,675	96,103,183
Transfer Payments	14,372,999	945,996	515,196
Transport Related	1,282,389	1,147,591	1,147,591
Expenditure	116,301,162	118,024,691	118,610,524
Customer & Client Receipts	(10,886,565)	(11,664,165)	(11,954,155)
Government Grants	(2,304,094)	(1,762,925)	(1,762,925)
Other Grants, Reimbursements & Contributions	(16,285,999)	(16,512,209)	(16,476,969)
Income	(29,476,658)	(29,939,299)	(30,194,049)
Adults & Safeguarding Committee	86,824,504	88,085,392	88,416,475

Budget Summary and Forward Plan

Assets, Regen & Growth	2017/18 £	2018/19 £	2019/20 £
Base Budget	(256,656)	(10,258,392)	(15,253,392)
Virements	(5,025,736)		
	(5,282,392)	(10,258,392)	(15,253,392)
<u>Efficiencies</u>			
Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.		(500,000)	(1,500,000)
	0	(500,000)	(1,500,000)
<u>Service Reductions</u>			
	0	0	0

Assets, Regen & Growth		2017/18 £	2018/19 £	2019/20 £
<u>Service Redesign</u>				
		0	0	0
<u>Reducing Demand, Promoting Independence</u>				
		0	0	0
<u>Income</u>				
Income to be generated through surplus space available in libraries.		(366,000)		(151,000)
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.		(4,610,000)	(4,495,000)	(437,000)
		(4,976,000)	(4,495,000)	(588,000)
<u>Pressures</u>				
		0	0	0
Budget		(10,258,392)	(15,253,392)	(17,341,392)

Assets, Regeneration & Growth

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSG Managed Budget	6,201,995	1,095,070	767,611
Customer Support Group	6,201,995	1,095,070	767,611
Guaranteed Income	(6,633,607)	(6,838,118)	(6,633,607)
RE Projects	0	0	0
Re Managed Budgets	(6,633,607)	(6,838,118)	(6,633,607)
Growth & Development	174,956	195,126	217,604
Strategic Commissioning	174,956	195,126	217,604
Assets, Regeneration & Growth	(256,656)	(5,547,922)	(5,648,392)
Additional Income from Council Tax			(4,610,000)
Assets, Regeneration & Growth Total			(10,258,392)

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	319,063	576,373	598,851
Premises Related	9,141,809	4,505,360	4,505,360
Secondary Recharges	(112,457)	(349,597)	(349,597)
Supplies/Services	3,431,433	3,431,433	3,431,433
Expenditure	12,779,848	8,163,569	8,186,047
Customer & Client Receipts	(9,605,071)	(10,280,058)	(10,403,006)
Other Grants, Reimbursements & Contributions	(3,431,433)	(3,431,433)	(3,431,433)
Income	(13,036,504)	(13,711,491)	(13,834,439)
Assets, Regeneration & Growth	(256,656)	(5,547,922)	(5,648,392)
Additional Income from Council Tax			(4,610,000)
Assets, Regeneration & Growth Total			(10,258,392)

Budget Summary and Forward Plan

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
Base Budget	53,863,737	56,087,844	53,463,844
Virements	5,531,347		
	59,395,084	56,087,844	53,463,844
<u>Efficiencies</u>			
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.	(315,000)	(365,000)	(334,000)
	(315,000)	(365,000)	(334,000)
<u>Shared Service Models</u>			
Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(160,000)	(255,000)	(350,000)

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
<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)
	(160,000)	(405,000)	(1,150,000)
<p><u>Service Redesign</u></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. A review is being undertaken and papers will go to CELS in 2017.</p>	(375,000)	(375,000)	(375,000)
	(131,000)	(160,000)	(549,000)

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></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>	(144,000)	(589,000)	(1,336,000)
<u>Income</u>	(144,000)	(589,000)	(1,336,000)
<p>The strategic partnership with Cambridge Education for Education and Skills services in Barnet includes a contractual requirement for gainshare of profits from the trading of services externally.</p> <p>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 saving target is over and above the agreed contractual savings.</p> <p>Savings through appropriate allocation of education costs for joint placements for children under the age of 18.</p>	(250,000)	(250,000)	(300,000)

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>As a result of Government consultation 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.</p> <p>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.</p>	(580,000)	(227,000) (200,000)	
	(830,000)	(677,000)	(550,000)
CS DSG sub - SF de-delegation	(634,380)		
0-25 Tranch 2 transfer from Adults	983,140		
	348,760	0	0
Budget	56,087,844	53,463,844	47,784,844

Children, Education, Libraries

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSC 0-25	2,212,140	6,103,902	7,092,757
Intake and Assessment	2,531,985	3,067,635	3,076,025
Intervention and Planning	2,584,945	3,264,750	3,286,965
Permanence Trns & CorParenting	3,183,712	3,430,387	3,419,202
Placements	17,467,895	17,728,995	16,768,445
Safeguarding & Quality	1,787,250	2,125,215	2,125,920
Social Care Management	1,174,958	1,744,218	1,751,698
Children Social Care	30,942,885	37,465,102	37,521,012
Transport		(215)	(430)
Contract Management	0	(215)	(430)
Commissioning & Business Imp.	3,024,568	3,698,328	3,520,054
Early Years	2,764,784	3,841,000	3,352,134
Libraries & Comm.Engagemnt	5,425,825	5,648,685	4,142,175
Youth & Family Support	3,222,914	3,561,709	3,564,904
Early Intervention & Prevention	14,438,091	16,749,722	14,579,267
Education DSG	(6,622,480)	(13,445,620)	(18,262,519)
Schools Funding	341,600	210,500	210,503
Education (DSG)	(6,280,880)	(13,235,120)	(18,052,016)
Education & Skills Management	6,939,683	7,081,553	6,524,813
Education Management Team	6,939,683	7,081,553	6,524,813
Childrens Social Care DSG	153,150	403,150	403,150
Early Interven & Preven DSG	6,127,730	4,711,340	14,511,376
Family Services DSG	6,280,880	5,114,490	14,914,526
Family Services Management	1,099,687	665,941	344,701
Family Services Management Total	1,099,687	665,941	344,701
Nursery Schools Direct Managme	0	772,160	
Nursery Schools Direct Managment	0	772,160	0
Primary Schools Direct Management	0	9,080,765	
Primary Schools Direct Management	0	9,080,765	0
PRUs Direct Management	0	351,890	
PRUs Direct Management	0	351,890	0
Secondary Schools Direct Manag	0	(10,733,651)	
Secondary Schools Direct Managment	0	(10,733,651)	0
Special Schools Direct Management	0	528,836	
Special Schools Direct Management	0	528,836	0
Children & Young people	443,391	560,625	255,971
Strategic Commissioning	443,391	560,625	255,971
Children, Education, Libraries	53,863,737	54,402,098	56,087,844

Children, Education, Libraries

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Accounting Charges	0	(10,422,402)	0
Capital Financing	(2,145,990)	(1,563,897)	(1,791,592)
Employee Related	28,419,045	196,776,768	31,431,052
Premises Related	1,111,144	14,189,511	1,177,749
Secondary Recharges	68,160	68,160	231,930
Supplies/Services	26,314,061	39,551,789	12,038,904
Support Services	0	12,015,046	0
Third Party Payments	51,251,900	38,753,592	132,850,826
Transfer Payments	184,259,090	818,800	207,386,255
Transport Related	960,160	939,049	937,476
Expenditure	290,237,570	291,126,416	384,262,600
Customer & Client Receipts	(10,410,873)	(17,128,679)	(1,571,686)
Government Grants	(216,626,180)	(213,194,055)	(324,469,714)
Other Grants, Reimbursements & Contributions	(1,216,150)	(6,401,584)	(2,133,356)
Income	(228,253,203)	(236,724,318)	(328,174,756)
Children, Education, Libraries	61,984,367	54,402,098	56,087,844

Budget Summary and Forward Plan

Community Leadership	2017/18 £	2018/19 £	2019/20 £
Base Budget	2,259,420	2,281,370	2,281,370
Virements	21,950		
	2,281,370	2,281,370	2,281,370
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off			(243,000)
	0	0	(243,000)
<u>Reducing Demand, Promoting Independence</u>			
<u>Income</u>	0	0	0
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	2,281,370	2,281,370	2,038,370

Community Leadership

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Births Deaths & Marriages	(159,890)	(159,890)	(159,890)
Births Deaths & Marriages	(159,890)	(159,890)	(159,890)
Finance	181,571	181,571	181,571
Deputy Chief Operating Officer	181,571	181,571	181,571
Governance	7,240	7,240	7,240
Governance	7,240	7,240	7,240
Environment	1,867,009	1,879,284	1,878,089
Strategic Commissioning	1,867,009	1,879,284	1,878,089
Communications	363,490	375,500	374,360
Strategy & Communications	363,490	375,500	374,360
Community Leadership Committee	2,259,420	2,283,705	2,281,370

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(15,000)	(15,000)	(15,000)
Employee Related	1,495,389	1,530,817	1,528,482
Premises Related	37,950	37,950	37,950
Secondary Recharges	2,950	32,020	32,020
Supplies/Services	958,607	938,037	938,037
Third Party Payments	646,218	646,218	646,218
Transport Related	6,880	6,880	6,880
Expenditure	3,132,994	3,176,922	3,174,587
Customer & Client Receipts	(575,400)	(595,043)	(595,043)
Government Grants	(236,674)	(236,674)	(236,674)
Other Grants, Reimbursements & Contributions	(61,500)	(61,500)	(61,500)
Income	(873,574)	(893,217)	(893,217)
Community Leadership Committee	2,259,420	2,283,705	2,281,370

Budget Summary and Forward Plan			
Environment	2017/18 £	2018/19 £	2019/20 £
Base Budget	38,242,322	36,554,894	34,879,894
Virements	2,007,572		
	40,249,894	36,554,894	34,879,894
<u>Efficiencies</u>			
<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> <p>Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows 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>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.</p>	(345,000)	(150,000)	
	(250,000)	(450,000)	

Environment	2017/18 £	2018/19 £	2019/20 £
<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>	(600,000)		
	(1,195,000)	(600,000)	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
<p>Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure</p>	(2,100,000)		2,100,000

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our greenspace and who maintains our greenspaces, espially those that are "low quality / low value". This could be as whole greenspaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p> <p>Currently a proportion of the Borough is covered by a CPZ - additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to reengineer the process, except in exceptional circumstances only carry out those that are funded through area committees or developers or carry out a strategic review and keep to the member approved schedule</p>		(50,000)	(150,000)
		(100,000)	
	(2,100,000)	(150,000)	1,950,000

Environment	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></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>	(50,000)	(100,000)	(300,000)

Environment		2017/18 £	2018/19 £	2019/20 £
	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.	(50,000)		(900,000)
	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)
	<u>Income</u>	(100,000)	(200,000)	(1,300,000)
	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.		(100,000)	

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Income generation from Non-Statutory Waste Services and Green Waste: A challenging income generation target across a range of chargeable services including but not limited to: 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.</p>	(200,000)	(300,000)	(1,000,000)
<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>	(25,000)	(25,000)	
<p>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</p>	(75,000)		
<p>Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation (sale of services to businesses and Insurance industry). Further rationalisation control room function (shared services model)</p>			(200,000)

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Possible introduction of a permit charges to reduce damage to footways. Permit would be issued when development is planned to allow skips and building material to cross the footway</p> <p>Advertising in Council Parks and Open space. There are no current plans for income generation through advertising within parks and open spaces, so a expansion into advertising in these areas will rolled out and suitable sites and types of advertising found.</p>		(200,000)	
		(100,000)	
	(300,000)	(725,000)	(1,200,000)
	0	0	0
Budget	36,554,894	34,879,894	34,329,894

Pressures

Environment

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Births Deaths & Marriages	99,070	99,070	99,070
Births Deaths & Marriages	99,070	99,070	99,070
Business Improvement	264,227	333,975	326,755
Business Improvement	264,227	333,975	326,755
Transport	(327,530)	(44,285)	(44,510)
Contract Management	(327,530)	(44,285)	(44,510)
Green Spaces	4,329,682	4,343,350	3,955,500
Green Spaces	4,329,682	4,343,350	3,955,500
Highway Inspection/Maintenance	353,727	421,317	255,397
Parking	(457,750)	(537,750)	(537,750)
Parking & Infrastructure	(104,023)	(116,433)	(282,353)
Street Cleansing	3,526,540	3,580,387	2,835,437
Parks, Street Cleaning & Groun	3,526,540	3,580,387	2,835,437
Guaranteed Income	(7,750,176)	(8,464,811)	(7,750,176)
Re Managed Budgets	1,056,852	1,144,852	(901,498)
Re Managed Budgets	(6,693,324)	(7,319,959)	(8,651,674)
Management Fee	14,738,568	15,570,180	14,738,568
Re Management Fee	14,738,568	15,570,180	14,738,568
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Environment	10,181,936	10,963,701	11,551,659
Strategic Commissioning	10,181,936	10,963,701	11,551,659
Street Lighting	6,223,502	6,222,927	6,218,102
Street Lighting	6,223,502	6,222,927	6,218,102
Street Scene Management	652,091	592,243	542,243
Street Scene Management	652,091	592,243	542,243
Recycling	1,021,398	364,237	364,237
Trade Waste	(1,929,805)	(1,751,490)	(1,959,585)
Waste	6,259,990	5,928,235	6,861,445
Waste & Recycling	5,351,583	4,540,982	5,266,097
Environment Committee	38,242,322	38,766,138	36,554,894

Environment

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Accounting Charges	8,052,445	8,042,170	10,321,365
Employee Related	14,645,083	15,330,053	13,929,541
Premises Related	1,646,415	1,590,945	1,565,945
Secondary Recharges	(9,341,762)	(9,724,204)	(9,787,794)
Supplies/Services	44,941,537	47,076,130	43,598,088
Third Party Payments	4,945	1,020	1,020
Transport Related	9,693,228	9,686,228	9,545,228
Expenditure	69,641,891	72,002,342	69,173,393
Customer & Client Receipts	(28,352,244)	(30,188,879)	(31,333,174)
Government Grants	(1,762,000)	(1,762,000)	0
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Income	(31,399,569)	(33,236,204)	(32,618,499)
Environment Committee	38,242,322	38,766,138	36,554,894

Budget Summary and Forward Plan			
Housing	2017/18 £	2018/19 £	2019/20 £
Base Budget	4,698,069	5,282,069	5,282,069
Virements	584,000		
	5,282,069	5,282,069	5,282,069
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,282,069	5,282,069	5,282,069

Housing

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749
HRA Other Income & Expenditure	(2,166,864)	(1,758,486)	(2,706,475)
HRA Regeneration	1,067,590	659,212	669,100
HRA Surplus/Deficit for the ye	1,246,474	1,246,474	2,184,575
Interest on Balances	(147,200)	(147,200)	(147,200)
HRA	0	0	0
Guaranteed Income	(277,680)	(278,146)	(277,680)
Re Managed Budgets	(277,680)	(278,146)	(277,680)
Housing Committee	4,698,069	5,281,603	5,282,069

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Asset Capital Accg Charges	12,837,635	12,837,635	12,837,635
Asset Capital Financing	820,000	820,000	820,000
Capital Accounting Charges	9,559,839	9,559,839	10,497,940
Capital Financing	7,263,627	7,263,627	7,263,627
Employee Related	631,610	84,670	84,670
Premises Related	8,513,510	11,828,480	11,596,738
Secondary Recharges	140	1,255,299	1,274,126
Supplies/Services	22,098,336	22,762,567	22,461,615
Support Services	598,750	0	0
Third Party Payments	19,009,202	26,056,352	18,623,139
Transfer Payments		0	0
Expenditure	81,332,649	92,468,469	85,459,491
Customer & Client Receipts	(73,329,486)	(83,506,416)	(76,421,972)
Interest	(147,200)	(147,200)	(147,200)
Other Grants, Reimbursements & Contributions	(3,157,894)	(3,533,250)	(3,608,250)
Income	(76,634,580)	(87,186,866)	(80,177,422)
Housing Committee	4,698,069	5,281,603	5,282,069

Budget Summary and Forward Plan			
Policy & Resources	2017/18 £	2018/19 £	2019/20 £
Base Budget	77,912,570	86,933,985	84,644,985
Virements	(1,011,106)		
	76,901,464	86,933,985	84,644,985
<u>Efficiencies</u>			
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p>	(46,000)	(45,000)	(44,000)
			(679,000)

Policy & Resources	2017/18 £	2018/19 £	2019/20 £
<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. Options will be considered to ensure that this is deliverable before 2018.</p> <p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however 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 this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p>	(500,000)	(644,000) (500,000)	(600,000) (1,000,000)

Policy & Resources	2017/18 £	2018/19 £	2019/20 £
<p>The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies 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 & 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 been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p>	(400,000)	(600,000)	(1,000,000)
<p>The scope of the contract will then be kept under review to identify any further savings.</p>			
Reduction in External Audit fees	(30,000)		
Reduction in Corporate Subscriptions	(120,000)		
Reduction in Levies	(505,000)		
	(1,601,000)	(2,289,000)	(3,323,000)

Policy & Resources		2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>				
		0	0	0
<u>Service Redesign</u>				
		0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	Reduction in grants budget for London Councils Grants Scheme	(304,000)		
<u>Income</u>		(304,000)	0	0
	Increasing Council Tax Support payments to 20%	(456,000)		
		(456,000)	0	0
<u>Growth</u>				
	General Provision for Inflation	4,484,000		
	Contingency	(746,000)		
	Service / Demographic Pressures	8,564,141		
	Increase in Concessionary fare	255,000		
	CS DSG sub - SF de-delegation	(163,620)		
		12,393,521	0	0
Budget		86,933,985	84,644,985	81,321,985

Policy & Resources

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Assurance Management	565,008	579,268	579,358
Assurance Management	565,008	579,268	579,358
Capital Financing	19,259,670	17,279,670	16,779,670
Car Leasing	2,210	0	2,210
Central Contingency	7,876,506	438,596	12,402,547
Corporate Fees & Charges	263,940	263,940	233,940
Corporate Subscriptions	314,220	314,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	19,242,250	19,242,250	18,688,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses	51,381,147	41,963,237	52,723,188
Commercial	1,049,180	902,045	901,430
Commercial & Customer	1,049,180	902,045	901,430
CSG Managed Budget		100,000	100,000
CSG Management Fee	18,001,959	20,895,485	20,293,324
Customer Support Group	18,001,959	20,995,485	20,393,324
Finance	558,113	777,853	748,338
Information Management	879,623	920,623	878,453
Programme & Resources	810,270	816,585	819,535
Deputy Chief Operating Officer	2,248,006	2,515,061	2,446,326
Elections	348,195	356,820	357,505
Elections	348,195	356,820	357,505
Early Intervene & Prevent DSG		8,120,630	3,137,490
Family Services DSG	0	8,120,630	3,137,490
Governance	2,136,260	2,157,490	2,151,090
Governance	2,136,260	2,157,490	2,151,090
HB Law	2,011,397	2,011,397	2,011,397
HB Law	2,011,397	2,011,397	2,011,397
Internal Audit & CAFT	736,070	754,375	752,480
Internal Audit & CAFT	736,070	754,375	752,480
Strategic Commissioning Board	767,950	560,430	560,430
Strategic Commissioning Board	767,950	560,430	560,430
Commissioning Strategy	441,400	505,097	655,440
Communications	310,397	263,342	264,527
Strategy & Communications	751,797	768,439	919,967
Policy & Resources	79,996,969	81,684,677	86,933,985

Policy & Resources

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	28,401,416	18,968,506	30,432,457
Employee Related	11,176,837	11,200,749	11,330,957
Premises Related	741,620	742,620	742,620
Secondary Recharges	(1,359,563)	(2,141,063)	(2,772,913)
Supplies/Services	26,866,672	33,357,114	33,147,293
Third Party Payments	20,970,280	27,646,290	31,887,401
Transfer Payments	258,001,180	257,925,000	249,667,549
Transport Related	37,750	32,420	34,630
Expenditure	344,836,192	347,731,636	354,469,994
Customer & Client Receipts	(3,834,976)	(6,446,702)	(6,453,722)
Government Grants	(256,080,911)	(257,844,300)	(256,080,911)
Interest	(1,657,690)	(1,657,690)	(1,703,120)
Other Grants, Reimbursements & Contributions	(3,265,646)	(98,267)	(3,298,256)
Income	(264,839,223)	(266,046,959)	(267,536,009)
Policy & Resources	79,996,969	81,684,677	86,933,985

Central Expenses (Levies)

Levies	Original Estimate 2016-17	Current Estimate 2016-17	Original Budget 2017-18
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	378,350
London Pension Funds	707,000	707,000	607,000
Traffic Control Signals Unit	519,400	519,400	469,400
Concessionary Fares	16,145,280	16,145,280	16,095,280
	18,120,760	18,120,760	17,870,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	284,000	284,000
	284,000	284,000	284,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	837,490	837,490	533,490
Total Levies	19,242,250	19,242,250	18,688,250

Budget Summary and Forward Plan

Public Health		2017/18 £	2018/19 £	2019/20 £
Base Budget Virements		18,544,000 (489,000)	17,610,000	17,610,000
		18,055,000	17,610,000	17,610,000
<u>Efficiencies</u>				
		0	0	0
<u>Service Reductions</u>				
		0	0	0
<u>Service Redesign</u>				
		0	0	0
<u>Reducing Demand, Promoting Independence</u>				
<u>Income</u>		0	0	0
		0	0	0
<u>Pressures</u>				
	Public Health grant reduction	(445,000)		
		(445,000)	0	0
Budget		17,610,000	17,610,000	17,610,000

Public Health

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Public Health	18,544,000	18,055,000	17,610,000
Public Health Total	18,544,000	18,055,000	17,610,000
Public Health Total	18,544,000	18,055,000	17,610,000

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Third Party Payments	18,544,000	18,055,000	17,610,000
Expenditure Total	18,544,000	18,055,000	17,610,000
Public Health Total	18,544,000	18,055,000	17,610,000

Budget Summary and Forward Plan

Special Parking Account	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	(8,052,445) (1,998,920)	(10,321,365)	(10,561,365)
	(10,051,365)	(10,321,365)	(10,561,365)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
<u>Income</u>			
Cost recovery from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(270,000)	(240,000)	(130,000)
	(270,000)	(240,000)	(130,000)
<u>Pressures</u>			
	0	0	0
Budget	(10,321,365)	(10,561,365)	(10,691,365)

Revenue Budget 2017-2018

Special Parking Account

	2016-2017	2016-2017	2017-2018
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices - Including MTC	(6,635,010)	(9,915,010)	(10,915,010)
Permits	(2,550,000)	(1,550,000)	(1,820,000)
Pay & Display	(3,060,000)	(3,180,000)	(3,680,000)
CCTV Bus lanes	(1,470,000)	(370,000)	(370,000)
Total Income	(13,715,010)	(15,015,010)	(16,785,010)
Operating Expenditure	5,662,565	6,972,840	6,463,645
Net Operating Surplus	(8,052,445)	(8,042,170)	(10,321,365)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(8,052,445)	(8,042,170)	(10,321,365)
Balance brought forward	0	0	0
Appropriation to General Fund	8,052,445	8,042,170	10,321,365
Balance Carried Forward	0	0	0

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

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT		
	2016/17	2017/18
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(50,604,854)	(51,553,868)
Non-dwelling rents	(1,613,781)	(1,713,886)
Tenants Charges for services and facilities	(3,927,160)	(4,044,757)
Leaseholder Charges for Services and Facilities	(3,049,752)	(3,094,000)
Grants and other income	(1,274,486)	(167,238)
Total Income	(60,470,033)	(60,573,749)
Expenditure		
Repairs and Maintenance	7,701,000	7,485,519
Supervision and management		
General	14,503,736	13,948,050
Special	6,834,476	6,488,694
Rents, Rates, taxes and other charges	430,535	129,484
Depreciation and impairment of fixed assets	12,837,638	12,837,635
Contribution to Major Repairs Reserve	8,313,362	8,313,365
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	7,413,628	7,413,627
Increase in bad debt provision	516,376	1,100,000
Total Expenditure	59,370,752	58,536,374
Net Cost of HRA Services	(1,099,281)	(2,037,375)
Interest and investment income	(147,200)	(147,200)
(Surplus) or deficit for the year on HRA services	(1,246,481)	(2,184,575)

Theme Committee	Total Expenditure					2016/17 Funding							2017/18 Funding						
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2016/17	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding	2,625	21,903	11,540	-	36,068	1,109	-	1,145	81	40	250	2,625	-	-	-	-	2,103	19,800	21,903
Asset, Regeneration and Growth	37,818	100,102	41,630	7,700	187,250	13,883	390	200	-	11,206	12,139	37,818	6,115	2,807	10,100	-	33,288	50,992	103,302
Children's Education, Libraries & safeguarding	45,536	52,824	60,640	51,426	210,426	21,756	1,982	2,905	302	318	18,273	45,536	25,549	3,286	1,646	-	3,670	18,673	52,824
Community Leadership	208	-	-	-	208	-	-	-	208	-	-	208	-	-	-	-	-	-	-
Environment	21,906	28,652	13,932	10,430	74,920	6,243	129	408	655	9,303	5,168	21,906	5,527	1,136	1,040	2,012	2,020	16,917	28,652
Housing	13,123	38,409	33,866	16,141	101,539	1,105	-	692	126	-	11,200	13,123	1,066	1,416	8,115	-	52	27,760	38,409
Policy & Resources	15,366	24,999	1,000	1,000	42,365	223	-	7,469	-	3,000	4,674	15,366	1,054	516	19,927		383	3,119	24,999
Total - General Fund	136,582	266,889	162,608	86,697	652,776	44,319	2,501	12,819	1,372	23,867	51,704	136,582	39,311	9,161	40,828	2,012	41,516	137,261	270,089
Housing Revenue Account	39,218	77,118	36,128	28,509	180,973	880	3,627	5,988	22,076	-	6,647	39,218	5,620	650	23,081	21,462	6,421	19,884	77,118
Total - all services	175,800	344,007	198,736	115,206	833,749	45,199	6,128	18,807	23,448	23,867	58,351	175,800	44,931	9,811	63,909	23,474	47,937	157,145	347,207

Theme Committee	2018/19 Funding							2019/20 Funding							Total Funding						
	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2018/19	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2019/20	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	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding	-	-	-	-	-	11,540	11,540	-	-	-	-	-	-	-	1,109	-	1,145	81	2,143	31,590	36,068
Asset, Regeneration and Growth	4,100	-	10,000	-	7,150	11,130	32,380	1,100	-	2,000	-	4,500	100	7,700	25,198	3,197	22,300	-	56,144	74,361	181,200
Children's Education, Libraries & safeguarding	14,560	6,733	150	-	4,147	35,050	60,640	6,000	5,000	1,038	-	-	39,388	51,426	67,865	17,001	5,739	302	8,135	111,384	210,426
Community Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	208	-	-	208
Environment	2,500	361	605	716	1,550	8,200	13,932	1,500	-	605	-	1,050	7,275	10,430	15,770	1,626	2,658	3,383	13,923	37,560	74,920
Housing	1,066	-	7,370	-	69	25,361	33,866	1,066	-	3,004	-	-	12,071	16,141	4,303	1,416	19,181	126	121	76,392	101,539
Policy & Resources	-	-	-	-	-	1,000	1,000	-	-	-	-	-	1,000	1,000	1,277	516	27,396	-	3,383	9,793	42,365
Total - General Fund	22,226	7,094	18,125	716	12,916	92,281	153,358	9,666	5,000	6,647	-	5,550	59,834	86,697	115,522	23,756	78,419	4,100	83,849	341,080	646,726
Housing Revenue Account		552	3,521	17,145	8,852	6,058	36,128	-	-	1,500	17,132	8,877	1,000	28,509	6,500	4,828	34,090	77,816	24,150	33,589	180,973
Total - all services	22,226	7,646	21,646	17,861	21,768	98,339	189,486	9,666	5,000	8,147	17,132	14,427	60,834	115,206	122,022	28,584	112,509	81,915	107,999	374,669	827,699

						TOTAL CAPITAL FUNDING						
Adults & Safeguarding	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
Investing in IT	1,172				1,172	359		482	81		250	1,172
Sport and Physical Activities	1,453	21,903	11,540		34,896	750		663		2,143	31,340	34,896
	2,625	21,903	11,540		36,068	1,109		1,145	81	2,143	31,590	36,068

						TOTAL CAPITAL FUNDING						
Assets, Regeneration & Growth	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
GF Regeneration	200	2,278			2,478			2,300			178	2,478
Mill Hill East	25	301	100	100	526						526	526
BXC - Funding for land aquistion	6,684	37,485			44,169					20,955	23,214	44,169
Colindale – Highways and Transport	1,700	6,183	750		8,633	2,000	2,807			3,826		8,633
Colindale – Parks, Open Spaces and Sports	250	6,500	3,500	1,750	12,000	3,500	150			8,350		12,000
Grahame Park – Community Facilities	250	3,000	9,500	250	13,000		11,000			2,000		13,000
West Hendon Highway Improvement	25	3,595	3,750	3,600	10,970	3,350				7,620		10,970
Town Centre	548	5,461	3,000		9,009	4,598	240			4,171		9,009
Thames Link Station	15,272				15,272	11,750				3,522		15,272
Office Build	10,650	27,299	11,030		48,979						48,979	48,979
Development pipeline	2,214				2,214					750	1,464	2,214
Development pipeline strategic opportunities fund		8,000	10,000	2,000	20,000			20,000				20,000
	37,818	100,102	41,630	7,700	187,250	25,198	14,197	22,300	-	51,194	74,361	187,250

						TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	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
Modernisation - Primary & Secondary	5,412	609			6,021	4,572		192	2		1,255	6,021
Urgent Primary Places - Temporary Allocated	1,732	506	500		2,738	2,420					318	2,738
Millbrook Park (MHE)	336				336		179	157				336
Orion Primary School	213	7			220						220	220
Blessed Dominic/St James	1,400	236			1,636						1,636	1,636
Moss Hall	3				3						3	3
Menorah Foundation	445				445						445	445
St Marys and St Johns	882	38			920	300			300		320	920
Martin Primary	32				32		7				25	32
Oakleigh School	27				27						27	27
Beis Yakov	18				18						18	18
St Joseph's RC Junior & St Joseph's RC Infants School	91				91	62					29	91
Monkfrith	4,217	63			4,280	2,317					1,963	4,280
Wren Academy	1,514	145			1,659						1,659	1,659
London Academy	4,620	151			4,771	2,036					2,735	4,771
Childs Hill	109				109	109						109
St Agnes	23	770			793	793						793

						TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	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
Permanent Secondary Expansion Programme												
Christ College	9				9						9	9
Copthall	77	136			213	213						213
Compton	15	20			35	35						35
Oak Lodge Special School	6,278		101		6,379	1,070					5,309	6,379
St Mary's & St John's	7,304	7,501	267		15,072	10,934	1,238				2,900	15,072
St James / Blessed Dominic		10,000	13,000		23,000	14,500	6,733				1,767	23,000
Infant Free School Meals Capital Fund	6				6	6						6
Other Projects												
Wave 1 - Northway/Fairway	13	150			163			140			23	163
Colindale Primary	158	290			448			30			418	448
East Barnet & Project Faraday	504				504			140			364	504
School place planning (Primary)	1,107	3,700	3,000	7,000	14,807	9,539	2,268				3,000	14,807
School place planning (Secondary)	682	2,100	27,000	35,000	64,782	8,710	5,576				50,496	64,782
SEN	1,693	2,000	4,000	4,000	11,693	1,305	1,000	2,426			6,962	11,693
Alternative Provision	316	4,684	3,000		8,000	7,000					1,000	8,000
Contingency	777	5,195	5,195	5,196	16,363						16,363	16,363

						TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	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
Libraries	430	219			649			649				649
Early Education and Childcare place sufficiency	900	2,302	3747		6,949	1,817				3,932	1,200	6,949
Social care placements - residential and fostering expansions			100	100	200						200	200
Information Management	930	700	150		1,780	127		1,000		3	650	1,780
Youth Zone	200	3,600	400		4,200					4,200		4,200
Loft conversion and extension policy for Foster Carers	200	90	180	130	600						600	600
New Park House Children's home	30				30						30	30
Libraries Capital works	2,412	2,533			4,945			1,005			3,940	4,945
East Barnet Partnership Library		500			500						500	500
Meadow Close Children's Homes	421	2,079			2,500						2,500	2,500
Family Services Estate - building compliance, extensive R&M, H&S, DDA		2,500			2,500						2,500	2,500
	45,536	52,824	60,640	51,426	210,426	67,865	17,001	5,739	302	8,135	111,384	210,426

						TOTAL CAPITAL FUNDING						
Community Leadership	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
CCTV Installation	208				208				208			208
	208				208				208			208

						TOTAL CAPITAL FUNDING						
Environment	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
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN												
Local Implementation Plan 2016/17 and onwards	4,832	4,857	1,500	1,500	12,689	12,689						12,689
Bus stop Accessibility	400				400	400						400
Bridge Assessment	95				95	95						95
Borough Cycling Programme	221				221	221						221
HIGHWAYS non-TfL												
Footway Reconstruction		43			43		43					43
Traffic Management		115			115		4			5	106	115
Reconstruction of Railway Bridges		650			650			29			621	650
Controlled Parking Zones		5			5						5	5
Colindale Station interchange		50			50			44			6	50
Signalisation Improvement - A5 Colindale Ave		156			156		156					156
Public Transportation Improvements - in Colindale		166			166		161				5	166
Pedestrian Improvements programme - RAF Museum		128			128		128					128
Colindale Hospital Parking Review		10			10		6				4	10
Highways Improvement		364			364		364					364
Travel Plan Implementation		116			116		91				25	116
Carriageways	706	3,294			4,000						4,000	4,000
Highways Planned Maintenance Works Programme		40			40					40		40
Footways Renewal	2,135				2,135				133		2,002	2,135

						TOTAL CAPITAL FUNDING						
Environment	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
Pothole Fund		1			1	1						1
Saracens		22			22		16		6			22
Drainage Schemes		70			70	69					1	70
Road Traffic Act - Controlled Parking Zones		112			112		107	4			1	112
Parking		28			28			28				28
Investment in Roads & Pavement	10,000	10,965	8,000	6,375	35,340					7,692	27,648	35,340
Highway DLO restructure and Investment project - new vehicles, equipment and IT systems and Reactive Maintenance		850	600	600	2,050			2,050				2,050
Cool Oak Lane Bridge		600	1,361		1,961	1,600	361					1,961
Old Court House - public toilets		40			40		40					40
Parks & Open Spaces and Tree Planting	129	20			149		149					149
Park Infrastructure	132				132	18					114	132
Waste	60	234			294				294			294
Weekly Collection Support Scheme	677				677	677						677
Fuel Storage Tank		60			60						60	60
Replacement Bins	500	250	250	250	1,250					1,250		1,250
Street litter bins	30	10	5	5	50			50				50
Parks Equipment		100	100	100	300						300	300
Vehicles	228	1,662	370	800	3,060				990		2,070	3,060
Street cleansing and greenspaces - vehicles and equipment	152	760	446		1,358				1,358			1,358
Refurbish and regenerate Hendon Cemetery and Crematorium	120	1,063			1,183				591		592	1,183

						TOTAL CAPITAL FUNDING						
Environment	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
Hendon Cemetry & Crematorium Enhancement	294				294			294				294
Lines and Signs	75	325			400					400		400
Parking Machines		11			11				11			11
CCTV	936	500	500		1,936					1,936		1,936
CCTV Projects Retention	84				84			84				84
Town Centre Bays		75			75			75				75
Parking signs and lines introduction and replenishment	100	400	300	300	1,100					1,100		1,100
Car Parking improvement		500	500	500	1,500					1,500		1,500
	21,906	28,652	13,932	10,430	74,920	15,770	1,626	2,658	3,383	13,923	37,560	74,920

						TOTAL CAPITAL FUNDING						
Housing	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
Alexandra Road	33				33			33				33
Hostel Refurbishment Programme	43	157	69		269			148		121		269
Housing Association Development Programme - New Affordable Homes		1,416			1,416		1,416					1,416
Chilvins Court	126				126				126			126
Disabled Facilities Grants Programme	2,500	3,780	2,692	2,760	11,732	4,264					7,468	11,732
Empty Properties (45)	1,500	2,108	1,000	1,000	5,608						5,608	5,608
Decent Homes Programme	214	107	107	107	535						535	535
DECC - Fuel Poverty	39				39	39						39
Out of borough acquisition	5,000				5,000						5,000	5,000
Modular Homes	20	743	745		1,508						1,508	1,508
Open Door	3,648	30,098	29,253	12,274	75,273			19,000			56,273	75,273
	13,123	38,409	33,866	16,141	101,539	4,303	1,416	19,181	126	121	76,392	101,539

						TOTAL CAPITAL FUNDING						
Policy & Resources	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
Depot relocation	6,434	9,677			16,111			16,085			26	16,111
Community Centre	365	2,000			2,365		516	456			1,393	2,365
Asset Management	1,529	1,700	1,000	1,000	5,229						5,229	5,229
Information Management	1,307				1,307						1,307	1,307
Libraries	1,838				1,838						1,838	1,838
Centre for Independent Living & Libraries	1,580				1,580	80				1,500		1,580
Daws Lane Community Centre	143	1,203			1,346	1,177		169				1,346
ICT strategy	150	8,649			8,799			8,416		383		8,799
Community Hub & Child Hill Library	520	1,020			1,540	20		1,520				1,540
Customer Services Transformation Programme	1,500				1,500					1,500		1,500
Implementation of Locality Strategy		750			750			750				750
	15,366	24,999	1,000	1,000	42,365	1,277	516	27,396		3,383	9,793	42,365

						TOTAL CAPITAL FUNDING						
Housing Revenue Account	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
Major Works (excl Granv Rd)	6,540	4,241	4,550	4,550	19,881		1,051		18,830			19,881
Regeneration	1,416	1,571	900	720	4,607		180		4,427			4,607
Misc - Repairs	1,784	3,308	2,255	2,205	9,552		60		9,492			9,552
M&E/ GAS	9,390	9,959	6,592	6,257	32,198		1,850		30,348			32,198
Voids and Lettings	3,653	2,733	3,400	3,400	13,186		787		12,399			13,186
New Affordable Homes	900				900		900					900
Advanced Acquisitions (Regen Estates)	2,993	9,174	1,250		13,417			3,087			10,330	13,417
Moreton Close	1,756	12,751			14,507			3,707	300		10,500	14,507
Tranche 3 RP	2,586				2,586				900		1,686	2,586
Tranch 3	1,000	7,000			8,000			8,000				8,000
Direct Acquistions	6,000				6,000			1,800	1,120		3,080	6,000
Brent Cross Extra Care												
Dollis Valley	100	9,900	1,500	1,500	13,000			13,000				13,000
Extra Care Pipeline	500	14,881	12,392	8,877	36,650	5,000		3,000		24,150	4,500	36,650
Burnt Oak Broadway Flats		700	3,289	1,000	4,989			1,496			3,493	4,989
Upper & Lower Fosters Community Led Design	600	900			1,500	1,500						1,500
	39,218	77,118	36,128	28,509	180,973	6,500	4,828	34,090	77,816	24,150	33,589	180,973

Appendix C2

Delivery Unit	Total Expenditure					2016/17 Funding							2017/18 Funding						
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2016/17	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	1,380	-	-	-	1,380	359	-	482	289	-	250	1,380	-	-	-	-	-	-	-
Commissioning Group	16,819	46,902	12,540	1,000	77,261	973	-	8,132	-	3,040	4,674	16,819	1,054	516	19,927	-	2,486	22,919	46,902
Education and Skills	40,013	38,301	56,063	51,196	185,573	20,844	1,982	920	302	-	15,965	40,013	24,517	3,286	1,127	-	-	9,371	38,301
Family Services	5,523	14,523	4,577	230	24,853	912	-	1,985	-	318	2,308	5,523	1,032	-	519	-	3,670	9,302	14,523
Housing Needs Resources	8,870	30,998	30,067	12,274	82,209	-	-	692	126	-	8,052	8,870	-	-	8,115	-	52	22,831	30,998
Parking and Infrastructure	1,195	1,811	1,300	800	5,106	-	-	84	-	1,111	-	1,195	-	-	75	11	1,725	-	1,811
Regional Enterprise	60,874	131,218	56,890	20,042	269,024	20,536	390	494	253	18,898	20,303	60,874	12,708	5,299	11,055	477	33,333	71,546	134,418
Street Scene	1,908	3,136	1,171	1,155	7,370	695	129	30	402	500	152	1,908	-	60	10	1,524	250	1,292	3,136
Total - General Fund	136,582	266,889	162,608	86,697	652,776	44,319	2,501	12,819	1,372	23,867	51,704	136,582	39,311	9,161	40,828	2,012	41,516	137,261	270,089
Housing Revenue Account	39,218	77,118	36,128	28,509	180,973	880	3,627	5,988	22,076	-	6,647	39,218	5,620	650	23,081	21,462	6,421	19,884	77,118
Total - all services	175,800	344,007	198,736	115,206	833,749	45,199	6,128	18,807	23,448	23,867	58,351	175,800	44,931	9,811	63,909	23,474	47,937	157,145	347,207

Delivery Unit	2018/19 Funding							2019/20 Funding							Total Funding						
	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2018/19	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total 2019/20	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	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	359	-	482	289	-	250	1,380
Commissioning Group	-	-	-	-	-	12,540	12,540	-	-	-	-	-	1,000	1,000	2,027	516	28,059	-	5,526	41,133	77,261
Education and Skills	14,560	6,733	-	-	-	34,770	56,063	6,000	5,000	1,038	-	-	39,158	51,196	65,921	17,001	3,085	302	-	99,264	185,573
Family Services	-	-	150	-	4,147	280	4,577	-	-	-	-	-	230	230	1,944	-	2,654	-	8,135	12,120	24,853
Housing Needs Resources	-	-	7,370	-	69	22,628	30,067	-	-	3,004	-	-	9,270	12,274	-	-	19,181	126	121	62,781	82,209
Parking and Infrastructure	-	-	-	-	1,300	-	1,300	-	-	-	-	800	-	800	-	-	159	11	4,936	-	5,106
Regional Enterprise	7,666	361	10,600	-	7,150	21,863	47,640	3,666	-	2,600	-	4,500	9,276	20,042	44,576	6,050	24,749	730	63,881	122,988	262,974
Street Scene	-	-	5	716	250	200	1,171	-	-	5	-	250	900	1,155	695	189	50	2,642	1,250	2,544	7,370
Total - General Fund	22,226	7,094	18,125	716	12,916	92,281	153,358	9,666	5,000	6,647	-	5,550	59,834	86,697	115,522	23,756	78,419	4,100	83,849	341,080	646,726
Housing Revenue Account	-	552	3,521	17,145	8,852	6,058	36,128	-	-	1,500	17,132	8,877	1,000	28,509	6,500	4,828	34,090	77,816	24,150	33,589	180,973
Total - all services	22,226	7,646	21,646	17,861	21,768	98,339	189,486	9,666	5,000	8,147	17,132	14,427	60,834	115,206	122,022	28,584	112,509	81,916	107,999	374,669	827,699

						TOTAL CAPITAL FUNDING						
Adults and Communities	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
Investing in IT	1,172				1,172	359		482	81		250	1,172
CCTV Installation	208				208				208			208
	1,380				1,380	359		482	289		250	1,380

						TOTAL CAPITAL FUNDING						
Commissioning Group	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
Depot relocation	6,434	9,677			16,111			16,085			26	16,111
Community Centre	365	2,000			2,365		516	456			1,393	2,365
Asset Management	1,529	1,700	1,000	1,000	5,229						5,229	5,229
Information Management	1,307				1,307						1,307	1,307
Libraries	1,838				1,838						1,838	1,838
Centre for Independent Living & Libraries	1,580				1,580	80				1,500		1,580
Daws Lane Community Centre	143	1,203			1,346	1,177		169				1,346
ICT strategy	150	8,649			8,799			8,416		383		8,799
Community Hub & Child Hill Library	520	1,020			1,540	20		1,520				1,540
Customer Services Transformation Programme	1,500				1,500					1,500		1,500
Implementation of Locality Strategy		750			750			750				750
Sport and Physical Activites	1,453	21,903	11,540		34,896	750		663		2,143	31,340	34,896
	16,819	46,902	12,540	1,000	77,261	2,027	516	28,059	-	5,526	41,133	77,261

						TOTAL CAPITAL FUNDING						
Education and Skills	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
Modernisation - Primary & Secondary	5,412	609			6,021	4,572		192	2		1,255	6,022
Urgent Primary Places - Temporary Allocated	1,732	506	500		2,738	2,420					318	2,738
Millbrook Park (MHE)	336				336		179	157				336
Orion Primary School	213	7			220						220	220
Blessed Dominic/St James	1,400	236			1,636						1,636	1,636
Brunswick	3				3						3	3
Menorah Foundation	445				445						445	445
St Marys and St Johns	882	38			920	300			300		320	920
Martin Primary	32				32		7				25	32
Oakleigh School	27				27						27	27
Beis Yakov	18				18						18	18
St Joseph's RC Junior & St Joseph's RC Infants School	91				91	62					29	91
Monkfrith	4,217	63			4,280	2,317					1,963	4,280
Wren Academy	1,514	145			1,659						1,659	1,659
London Academy	4,620	151			4,771	2,036					2,735	4,771
Childs Hill	109				109	109						109
St Agnes	23	770			793	793						793

						TOTAL CAPITAL FUNDING						
Education and Skills	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
Permanent Secondary Expansion Programme												
Christ College	9				9						9	9
Copthall	77	136			213	213						213
Compton	15	20			35	35						35
Oak Lodge Special School	6,278		101		6,379	1,070					5,309	6,379
St Mary's & St John's	7,304	7,501	267		15,072	10,934	1,238				2,900	15,072
St James / Blessed Dominic		10,000	13,000		23,000	14,500	6,733				1,767	23,000
Infant Free School Meals Capital Fund	6				6	6						6
Other Projects												
Wave 1 - Northway/Fairway	13	150			163			140			23	163
Colindale primary	158	290			448			30			418	448
East Barnet & Project Faraday	504				504			140			364	504
School place planning (Primary)	1,107	3,700	3,000	7,000	14,807	9,539	2,268				3,000	14,807
School place planning (Secondary)	682	2,100	27,000	35,000	64,782	8,710	5,576				50,496	64,782
SEN	1,693	2,000	4,000	4,000	11,693	1,305	1,000	2,426			6,962	11,693
Alternative Provision	316	4,684	3,000		8,000	7,000					1,000	8,000
Contingency	777	5,195	5,195	5,196	16,363						16,363	16,363
	40,013	38,301	56,063	51,196	185,573	65,921	17,001	3,085	302	-	99,264	185,573

						TOTAL CAPITAL FUNDING						
Family Services	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
Libraries	430	219			649			649				649
Early Education and Childcare place sufficiency	900	2,302	3747		6,949	1,817				3,932	1,200	6,949
Social care placements - residential and fostering expansions			100	100	200						200	200
Information Management	930	700	150		1,780	127		1,000		3	650	1,780
Youth Zone	200	3,600	400		4,200					4,200		4,200
Loft conversion and extension policy for Foster Carers	200	90	180	130	600						600	600
New Park House Children's home	30				30						30	30
Libraries Capital works	2,412	2,533			4,945			1,005			3,940	4,945
East Barnet Partnership Library		500			500						500	500
Meadow Close Children's Homes	421	2,079			2,500						2,500	2,500
Family Services Estate - building compliance, extensive R&M, H&S, DDA		2,500			2,500						2,500	2,500
	5,523	14,523	4,577	230	24,853	1,944		2,654		8,135	12,120	24,853

						TOTAL CAPITAL FUNDING							
Parking and Infrastructure	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
Lines and Signs	75	325			400						400		400
Parking Machines		11			11				11				11
CCTV	936	500	500		1,936						1,936		1,936
CCTV Projects Retention	84				84			84					84
Town Centre Bays		75			75			75					75
Parking signs and lines introduction and replenishment	100	400	300	300	1,100						1,100		1,100
Car Parking improvement		500	500	500	1,500						1,500		1,500
	1,195	1,811	1,300	800	5,106	-	-	159	11	-	4,936		5,106

						TOTAL CAPITAL FUNDING						
Housing Needs Resources	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	2014-15	2014-15	2014-15	2014-16								
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	33				33			33				33
Hostel Refurbishment Programme	43	157	69		269			148		121		269
Chilvins Court	126				126				126			126
Out of borough acquisition	5,000				5,000						5,000	5,000
Modular Homes	20	743	745		1,508						1,508	1,508
Open Door	3,648	30,098	29,253	12,274	75,273			19,000			56,273	75,273
	8,870	30,998	30,067	12,274	82,209	-	-	19,181	126	121	62,781	82,209

						TOTAL CAPITAL FUNDING							
Regional Enterprise	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
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN													
Local Implementation Plan 2016/17 and onwards	4,832	4,857	1,500	1,500	12,689	12,689							12,689
Bus stop Accessibility	400				400	400							400
Bridge Assessment	95				95	95							95
Borough Cycling Programme	221				221	221							221
HIGHWAYS non-TfL													
Footway Reconstruction		43			43		43						43
Traffic Management		115			115		4				5	106	115
Reconstruction of Railway Bridges		650			650			29				621	650
Controlled Parking Zones		5			5							5	5
Colindale Station interchange		50			50			44				6	50
Signalisation Improvement - A5 Colindale Ave		156			156		156						156
Public Transportation Improvements - in Colindale		166			166		161					5	166
Pedestrian Improvements programme - RAF Museum		128			128		128						128
Colindale Hospital Parking Review		10			10		6					4	10

						TOTAL CAPITAL FUNDING							
Regional Enterprise	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
Highways Improvement		364			364		364						364
Travel Plan Implementation		116			116		91					25	116
Carriageways	706	3,294			4,000							4,000	4,000
Highways Planned Maintenance Works Programme		40			40						40		40
Footways Renewal	2,135				2,135				133			2,002	2,135
Pothole Fund		1			1	1							1
Saracens		22			22		16		6				22
Drainage Schemes		70			70	69						1	70
Road Traffic Act - Controlled Parking Zones		112			112		107	4				1	112
Parking		28			28			28					28
Investment in Roads & Pavement	10,000	10,965	8,000	6,375	35,340						7,692	27,648	35,340
Highway DLO restructure and Investment project - new vehicles, equipment and IT systems and Reactive Maintenance		850	600	600	2,050			2,050					2,050
Cool Oak Lane Bridge		600	1,361		1,961	1,600	361						1,961
GF Regeneration	200	2,278			2,478			2,300				178	2,478
Mill Hill East	25	301	100	100	526							526	526
BXC - Funding for land aquisition	6,684	37,485			44,169						20,955	23,214	44,169
Colindale – Highways and Transport	1,700	6,183	750		8,633	2,000	2,807				3,826		8,633
Colindale – Parks, Open Spaces and Sports	250	6,500	3,500	1,750	12,000	3,500	150				8,350		12,000
Grahame Park – Community Facilities	250	3,000	9,500	250	13,000		11,000				2,000		13,000
West Hendon Highway Improvement	25	3,595	3,750	3,600	10,970	3,350					7,620		10,970

						TOTAL CAPITAL FUNDING							
Regional Enterprise	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
Town Centre	548	5,461	3,000		9,009	4,598	240				4,171		9,009
Thames Link Station	15,272				15,272	11,750					3,522		15,272
Office Build	10,650	27,299	11,030		48,979							48,979	48,979
Development pipeline	2,214				2,214						750	1,464	2,214
Development pipeline strategic opportunities fund		8,000	10,000	2,000	20,000			20,000					20,000
Housing Association Development Programme - New Affordable Homes		1,416			1,416		1,416						1,416
Refurbish and regenerate Hendon Cemetery and Crematorium	120	1,063			1,183				591			592	1,183
Hendon Cemetry & Crematorium Enhancement	294				294			294					294
Disabled Facilities Grants Programme	2,500	3,780	2,692	2,760	11,732	4,264						7,468	11,732
Empty Properties (45)	1,500	2,108	1,000	1,000	5,608							5,608	5,608
Decent Homes Programme	214	107	107	107	535							535	535
DECC - Fuel Povety	39				39	39							39
	60,874	131,218	56,890	20,042	269,024	44,576	17,050	24,749	730		58,931	122,988	269,024

						TOTAL CAPITAL FUNDING							
Streetscene	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
Old Court House - public toilets		40			40		40						40
Parks & Open Spaces and Tree Planting	129	20			149		149						149
Park Infrastructure	132				132	18						114	132
Waste	60	234			294				294				294
Weekly Collection Support Scheme	677				677	677							677
Fuel Storage Tank		60			60							60	60
Replacement Bins	500	250	250	250	1,250						1,250		1,250
Street litter bins	30	10	5	5	50			50					50
Parks Equipment		100	100	100	300							300	300
Vehicles	228	1,662	370	800	3,060				990			2,070	3,060
Street cleansing and greenspaces - vehicles and equipment	152	760	446		1,358				1,358				1,358
	1,908	3,136	1,171	1,155	7,370	695	189	50	2,642	-	1,250	2,544	7,370

						TOTAL CAPITAL FUNDING						
Housing Revenue Account	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
Major Works (excl Granv Rd)	6,540	4,241	4,550	4,550	19,881		1,051		18,830			19,881
Regeneration	1,416	1,571	900	720	4,607		180		4,427			4,607
Misc - Repairs	1,784	3,308	2,255	2,205	9,552		60		9,492			9,552
M&E/ GAS	9,390	9,959	6,592	6,257	32,198		1,850		30,348			32,198
Voids and Lettings	3,653	2,733	3,400	3,400	13,186		787		12,399			13,186
New Affordable Homes	900				900		900					900
Advanced Acquisitions (Regen Estates)	2,993	9,174	1,250		13,417			3,087			10,330	13,417
Moreton Close	1,756	12,751			14,507			3,707	300		10,500	14,507
Tranche 3 RP	2,586				2,586				900		1,686	2,586
Tranche 3	1,000	7,000			8,000			8,000				8,000
Direct Acquisitions	6,000				6,000			1,800	1,120		3,080	6,000
Dollis Valley	100	9,900	1,500	1,500	13,000			13,000				13,000
Extra Care Pipeline	500	14,881	12,392	8,877	36,650	5,000		3,000		24,150	4,500	36,650
Burnt Oak Broadway Flats		700	3,289	1,000	4,989			1,496			3,493	4,989
Upper & Lower Fosters Community Led Design	600	900			1,500	1,500						1,500
	39,218	77,118	36,128	28,509	180,973	6,500	4,828	34,090	77,816	24,150	33,589	180,973

Funding Template: Additions & Deletions, Slippage & Accelerated Spend

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions)	(Slippage) /Accelerated Spend	Explanation for request
				£'000	£'000	
Adults and Communities	2016/17	Investing in IT	Capital Receipts	341		Budget movement from Commissioning
Commissioning Group	2016/17	Investing in IT	Capital Receipts	(341)	341	Budget movement to Adults
Commissioning Group	2016/17	Depot relocation	Capital Receipts		(8,000)	Construction will not complete until August 2017
Education and Skills	2016/17	Modernisation Primary & Secondary	Grants	1		Budget movement from the Primary programme
Education and Skills	2016/17	Modernisation Primary & Secondary	Borrowing	6		Budget movement from the Primary programme
Education and Skills	2016/17	Modernisation Primary & Secondary	Borrowing		(345)	Construction will not start until summer 2017
Education and Skills	2016/17	Temporary Expansions - Allocated	Grants	750		Budget movement from the Primary programme
Education and Skills	2016/17	Blessed Dominic/St James	Borrowing		(236)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Moss hall	Borrowing	(6)		Budget movement to the Primary programme
Education and Skills	2016/17	Brunswick	Borrowing	(5)		Budget movement to the Primary programme
Education and Skills	2016/17	St Mary's and St Johns	Borrowing		(38)	Retention not due until 17/18
Education and Skills	2016/17	Martin Primary	Borrowing	(30)		Budget movement to the Primary programme
Education and Skills	2016/17	Child hill school	Grants	109		Budget movement from the Primary programme
Education and Skills	2016/17	St Agnes School expansion	Grants	23		Budget movement from the Primary programme
Education and Skills	2016/17	Monkfrith	Borrowing		(63)	Retention not due until 17/18
Education and Skills	2016/17	Wren Academy	Borrowing		(146)	Retention not due until 17/18
Education and Skills	2016/17	East Barnet & Project Faraday	Borrowing	(56)		Budget movement to the Secondary programme
Education and Skills	2016/17	Copthall	Grants		(137)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Compton	Grants		(20)	Final works will not complete until Summer 2017
Education and Skills	2016/17	St Mary's & St John's	Grants		1,232	Construction costs originally expected to be completed in 17/18
Education and Skills	2016/17	Primary Programme	Borrowing	200		Budget movement from Whittings Hill
Education and Skills	2016/17	Primary Programme	Grants	(1)		Budget movement from Modernisation
Education and Skills	2016/17	Primary Programme	Borrowing	30		Budget movement to Martin Primary
Education and Skills	2016/17	Primary Programme	Grants	(750)		Budget movement to Temporary Expansions
Education and Skills	2016/17	Primary Programme	Borrowing	5		Budget movement to Brunswick
Education and Skills	2016/17	Primary Programme	Grants	(109)		Budget movement from Childs Hill
Education and Skills	2016/17	Primary Programme	Grants	(23)		Budget movement from St Agnes
Education and Skills	2016/17	Secondary Programme	Borrowing	56		Budget movement from East Barnet
Education and Skills	2016/17	Wave 1 - Whittings Hill	Borrowing	(200)		Budget movement to the Primary programme
Education and Skills	2016/17	Wave 1 - Northway/Fairway	Borrowing		(23)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Wave 1 - Northway/Fairway	Capital Receipts		(127)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Primary Capital Programme	Borrowing		(290)	Final works will not complete until Summer 2017
Family Services	2016/17	Implementation of Libraries Strategy	Capital Receipts		(219)	Work now not expected to be completed until 17/18
Family Services	2016/17	Implementation of Libraries Strategy	Capital Receipts	(1,005)		Budget movement to Capital Works
Family Services	2016/17	Libraries Service Capital Works	Capital Receipts	1,005		Budget movement from Library Strategy
Family Services	2016/17	Early Education and childcare place sufficiency	Borrowing		(517)	Design phase delays have resulted in project being completed in 17/18
Family Services	2016/17	Libraries Service Capital Works	Borrowing		(2,533)	Work now not expected to be completed until 17/18
Family Services	2016/17	Social care placements- residential and fostering expansions	Borrowing		(1,000)	Works yet to be commissioned

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions)	(Slippage) /Accelerated Spend	Explanation for request
				£'000	£'000	
Family Services	2016/17	Loft conversion and extension policy for Foster Carers	Borrowing		(170)	Planning submissions yet to be approved
Family Services	2016/17	Information Management	Capital Receipts		300	Re-profiled budget
Housing Needs Resources	2016/17	Development pipeline Tranche 3	Borrowing	(5,056)		Project now part of Open Door
Housing Needs Resources	2016/17	Hostel Refurbishment Programme	Capital Receipts		(57)	Reduction in work specification for 16/17 to be added to 17/18
Parking and Infrastructure	2016/17	Lines and Signs	Reserve		(75)	Delays due to weather have pushed the scheme into 17/18
Parking and Infrastructure	2016/17	Parking Machines	revenue		(11)	Not required in 16/17
Parking and Infrastructure	2016/17	Town centre Bays	Reserve		(75)	Scheme now being delivered in 17/18
Parking and Infrastructure	2016/17	Parking signs and lines introduction and replenishment	Borrowing		(100)	Schemes have started
Regional Enterprise	2016/17	Local Implementation Plan	Grants	(268)		TFL funding less than expected
Regional Enterprise	2016/17	Bus stop Accessibility	Grants	(82)		TFL funding less than expected
Regional Enterprise	2016/17	Air Quality Scheme	Grants	(4)		TFL funding less than expected
Regional Enterprise	2016/17	Borough Cycling Programme	Grants	(7)		TFL funding less than expected
Regional Enterprise	2016/17	Footway Reconstruction	S106 / Other	(33)	(43)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Footway Reconstruction	Borrowing		(24)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Traffic Management	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Traffic Management	S106 / Other	68	(111)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Aerodrome Road	Capital Receipts		(29)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Aerodrome Road	Borrowing		(821)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Zones	S106 / Other	(10)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Zones	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Colindale Station interchange	Capital Receipts		(44)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Colindale Station interchange	Borrowing		(6)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Signalisation Improvement - A5 Colindale Ave	S106 / Other	(199)	(156)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Public Transportation Improvements - in Colindale	S106 / Other	63	(161)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Public Transportation Improvements - in Colindale	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Pedestrian Improvements programme - RAF Museum	S106 / Other	(134)	(128)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Colindale Hospital Parking Review	S106 / Other	(5)	(6)	Review of funding availability has resulted in deletions and re-profiling

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions)	(Slippage) /Accelerated Spend	Explanation for request
				£'000	£'000	
Regional Enterprise	2016/17	Colindale Hospital Parking Review	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Highways Improvement	S106 / Other	(181)	(364)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Highways Improvement	Borrowing		(65)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Travel Plan Implementation/monitoring	S106 / Other	(93)	(116)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Travel Plan Implementation/monitoring	Borrowing		(25)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Carriageways	Borrowing		(3,294)	Prioritisation of TFL works has resulted in delays to the non TFL works
Regional Enterprise	2016/17	Outstanding Transport Commitments on completed schemes	S106 / Other	(3)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Highways Planned Maintenance Works Programme	Reserve		(40)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Footways Renewal	S106 / Other	133		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Footways Renewal	S106 / Other	(133)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Investments in Roads and Pavements (NRP)	Borrowing		(2,965)	Review of requirements for the surfaces work has resulted in the re-profiling of the budget
Regional Enterprise	2016/17	Pothole Fund	Grants		(1)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Saracens	S106 / Other	6	(17)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Saracens	revenue		(6)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Drainage Schemes	Grants		(69)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Drainage Schemes	Borrowing		(423)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Review / implementation	S106 / Other	(57)	(107)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Review / implementation	Borrowing		(15)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Review / implementation	Capital Receipts		(4)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Parking	S106 / Other	(2)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Parking	Capital Receipts		(28)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	General Fund Regeneration	Capital Receipts		165	Works brought forward
Regional Enterprise	2016/17	BXC - Funding for land acquisition	Reserve		(14,516)	Acquisitions will take place in future years
Regional Enterprise	2016/17	Disabled Facilities Grant	Borrowing		(1,153)	Demand led, no more works anticipated for current year.

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions)	(Slippage) /Accelerated Spend	Explanation for request
				£'000	£'000	
Regional Enterprise	2016/17	Social Mobility Fund	Grants	(210)		Project no longer going ahead
Regional Enterprise	2016/17	Office Build	Borrowing		(850)	Re-profiled budget
Street Scene	2016/17	Waste	Revenue		(132)	Review of the service delayed purchase
Street Scene	2016/17	Fleet	Revenue		(102)	Review of the service delayed purchase
Street Scene	2016/17	Street cleansing and green spaces - vehicles and equipment	Revenue		(203)	Review of the service delayed purchase
Street Scene	2016/17	Vehicles	Borrowing		(192)	Review of the service delayed purchase
Housing - HRA	2016/17	Major Works (excl Granv Rd)	MRA		590	Additional is due to increase in Major work in December and anticipated increase in January 2017
Housing - HRA	2016/17	Misc - Repairs	MRA		(560)	Slippage is due to Restriction on H&S has delay work some of work
Housing - HRA	2016/17	M&E/ GAS	MRA		(153)	Slippage is due to the delay with Lisle Court and Cricklewood starting on site.
Housing - HRA	2016/17	Voids and Lettings	MRA		253	Additional is due to increase in volume of Adaptations and conditions of voids currently coming through.
Housing - HRA	2016/17	New Affordable Homes	Capital Receipts	313		Higher than anticipated Section 278 costs and management fees.
Housing - HRA	2016/17	Moreton Close	Capital Receipts		(1,015)	Delays in appointing a contractor have resulted in the project slipping into 17/18
Commissioning Group	2016/17	Community Centre	Borrowing		(1,393)	Following delays in the procurement activity construction is now planned to start in April 2017
Commissioning Group	2016/17	Community Centre	S106 / Other		(91)	Following delays in the procurement activity construction is now planned to start in April 2017
Commissioning Group	2016/17	Community Centre	Capital Receipts		(516)	Following delays in the procurement activity construction is now planned to start in April 2017
Commissioning Group	2016/17	Asset Management	Borrowing		(700)	No further expected works in 16/17
Commissioning Group	2016/17	Sport and Physical Activities	Borrowing		(3,614)	Original Construction was going to Start in January 17, but delays to the design phase have pushed this project back
Commissioning Group	2016/17	Sport and Physical Activities	Reserve		(2,103)	Original Construction was going to Start in January 17, but delays to the design phase have pushed this project back
Education and Skills	2016/17	Primary Programme	Borrowing		(4,235)	Funding for urgent primary places and slippage for unallocated funds
Education and Skills	2016/17	Primary Programme	S106 / Other		(268)	Funding for urgent primary places and slippage for unallocated funds
Education and Skills	2016/17	Primary Programme	Grants		(3,498)	Funding for urgent primary places and slippage for unallocated funds
Education and Skills	2016/17	SEN	Borrowing		(2,962)	Slippage for unallocated funds
Education and Skills	2016/17	SEN	Capital Receipts		(2,038)	Slippage for unallocated funds
Education and Skills	2016/17	SEN	S106 / Other		(1,000)	Slippage for unallocated funds
Education and Skills	2016/17	Alternative Provision	Borrowing		(1,000)	Construction is now due to start in July 17,
Education and Skills	2016/17	Alternative Provision	Grants		(6,684)	Construction is now due to start in July 17,
Education and Skills	2016/17	Contingency	Borrowing		(5,000)	Slippage for unallocated funds

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions)	(Slippage) /Accelerated Spend	Explanation for request
				£'000	£'000	
Education and Skills	2016/17	School place planning – meeting basic need for school places (primary and secondary school places)	Borrowing		(2,000)	Slippage for unallocated funds
Education and Skills	2016/17	School place planning – meeting basic need for school places (primary and secondary school places)	S106 / Other		(2,500)	Slippage for unallocated funds
Housing Needs Resources	2016/17	Open Door	Capital Receipts	616		Funding for the new Registered provider
Housing Needs Resources	2016/17	Open Door	Borrowing	3,032		Funding for the new Registered provider
				(2,247)	(78,865)	
Housing - HRA	2017/18	Moreton Close	MRA	300		Increase from 51 to 53 houses
Regional Enterprise	2017/18	Social Mobility Fund	Grants	(540)		Project no longer going ahead
Regional Enterprise	2017/18	TFL allocation	Grants	3,357		2017/18 allocation agreed
Regional Enterprise	2017/18	reconstruction of railway bridge	Borrowing	(200)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Drainage schemes	Borrowing	(423)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Footway Reconstruction	Borrowing	(24)		Deletions as part of the budget setting process
Family Services	2017/18	Social Care Placements	Borrowing	(1,000)		Deletions as part of the budget setting process
Family Services	2017/18	Loft Conversion	Borrowing	(300)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Highway Improvements	Borrowing	(65)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Travel Plan Implementation	S106 / Other	(25)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	RTA Controlled Parking Zone	Borrowing	(15)		Deletions as part of the budget setting process
Commissioning Group	2017/18	Dawes Lane	Capital Receipts	(1,500)		Deletions as part of the budget setting process
Housing Needs Resources	2017/18	Open Door	Capital Receipts	8,010		Funding for the new Registered provider
Housing Needs Resources	2017/18	Open Door	Borrowing	22,088		Funding for the new Registered provider
Housing Needs Resources	2018/19	Open Door	Capital Receipts	7,370		Funding for the new Registered provider
Housing Needs Resources	2018/19	Open Door	Borrowing	21,883		Funding for the new Registered provider
Housing Needs Resources	2019/20	Open Door	Capital Receipts	3,004		Funding for the new Registered provider
Housing Needs Resources	2019/20	Open Door	Borrowing	9,270		Funding for the new Registered provider
				71,190		

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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 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 to 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 The current HRA business plan takes 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 4 years from 2016.
 - **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 may pay a levy to the government which assumes that high value council homes will be sold as they become empty. This will fund an extension of right to buy to housing association tenants. Authorities have received confirmation that no levy will be payable in 2017/18.
 - **Pay to stay** – A proposal to see council tenants earning more than £40,000 per year paying higher rents, which could increase right to buy sales
 - **Welfare Reform** – is expected to see an increase in bad debt.
- 1.5 The government has recently clarified that it will not proceed with the pay to stay proposals, and will delay the implementation of the Sale of High Value homes, and the HRA Business Plan will be adjusted to take these changes into account.

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 to 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 (for 16/17 to 19/20) and are progressing:

Existing stock – Investment of £80.2m for repairs and maintenance

Burnt Oak Broadway flats - £5m to provide new additional flats

Supported Housing – £14.5m for supported scheme at Morton close

Direct Acquisitions - £6m funding to enable the purchase of additional housing stock

Regeneration - £13.4m for advanced acquisitions on regeneration estates

Extra care Pipeline - £24.2m to provide additional supported housing.

Tranche 3 - £10.586m to support Open Door Homes

- 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) Open Door Homes, to build and own new homes on HRA land.
- 3.3 If the RP is approved by the Homes and Communities Agency (HCA), the new homes it provides will be built with the aid of a loan of £57.5m from the council which was approved by Policy and Resources Committee in February 2016. 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.

Dedicated Schools Grant (DSG) and Schools Budget 2017/18

The Dedicated Schools Grant for 2017/18 is made up of three notional funding blocks:

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

Each block is calculated on a different basis:

The **Schools Block** is calculated using pupil numbers taken from the October 2016 schools census, multiplied by a guaranteed unit of funding (SBUF).

The amount of funding to the local authority per 3 and 4 year old pupil in the **Early Years block** has been increased to £5.90 per child per hour by the introduction of the Early Years National Funding Formula. Extra funding has also been provided to cover the cost of extending free childcare to 30 hours a week for eligible working parents. The 'notional'* rate to providers in 2017/18 (after allowing for central expenditure and the Inclusion Fund) will be £5.44 per hour compared to £4.30 in 2016/17.

The Early Years (EY's) Block is estimated using early years numbers taken from the Early Years and Schools census in January 2016.

A further update to the 2017/18 DSG allocation will be made once the January 2017 Early Years and Schools census numbers are finalised.

The early years pupil premium has been set at the same level as 2016/17 but may be subject to change.

Funding for two year olds is calculated in a similar way to that for 3 and 4 year olds. The funding rate remains £5.92 an hour to the local authority, whilst the LA funds providers at the slightly higher rate of £6 per hour.

The **High Needs Block** is a cash amount and is based on the amount that was allocated in 2016/17. In 2017/18, the DfE has increased the High Needs block funding slightly to account for population growth. Barnet will receive an additional £1.4m.

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 £3.8m for 2017/18.

Balancing the budget

The approach to balancing the 2017/18 budget has been similar to last year:

- Agreement by the Schools Forum to use the £1.6m of DSG underspend carried forward from 2014/15 to support the budget gap by contributing to the growth fund. The remaining underspends from 2014/15 and 2015/16, £0.6m and £1.2m respectively, are planned to be carried forward and earmarked for pupil growth at new and existing schools from 2018/19. The cost of growth will be high for the next 5 years 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. There is nevertheless pressure on the High Needs budget arising from the increased demand for specialist places for post 16 education
- The growth in 2-year-olds places also puts pressure on the budget due to lagged funding (funding for the growth in numbers coming to the Borough after the growth has taken place). However, 2-year-old places are not expected to increase significantly in 2017/18, as additional provider capacity is likely to be taken up by 3 and 4 year olds qualifying for the working parent 30 hour offer.
- The Education Services Grant (ESG) funding for retained local authority duties in respect of all schools (including Academies and Free Schools) has been added to the DSG by the DfE and authorities are allowed to retain that funding to pay for these continuing duties, subject to the agreement of the Schools Forum. The Schools Forum approved this at its December meeting. Please see paragraph 1.4.8 of the report for further detail of the ESG reduction.

2017/18 draft DSG budget

		SForum 9Feb2017		SForum 8Dec2016				Change since last Schools Forum
S251 line	S251 Desc	Subgroup	Gross 1718 before recoupment	Net 1718 after recoupment	Gross 1718 Draft as reported	Gross Budget 1617 before recoupment	Net Budget 1617 after recoupment	
Expenditure								
1.0.1	Individual Schools Budget before Academy recoupment	2,3&4 year olds	26,640,556	26,640,556	26,278,515	19,050,560	19,050,560	362,041
		Budget Shares	245,560,573	144,465,555	246,995,209	240,578,335	144,769,295	1,434,636
		High Needs Pla	9,486,488	4,852,988	9,427,488	8,077,920	6,095,590	59,000
		1.0.1 Total	281,687,617	175,959,099	282,701,212	267,706,815	169,915,445	1,013,595
1.1.1	Contingencies	Contingency	400,000	400,000	400,000	147,130	147,130	-
1.1.2	Behaviour Support Services	Dedlegation	78,609	78,609	78,876	79,130	79,130	266
1.1.3	Support to UPEG and bilingual learners	Dedlegation	84,732	84,732	79,997	87,000	87,000	4,735
1.1.9	Staff costs - supply cover for facility time	Dedlegation	48,039	48,039	48,174	48,770	48,770	135
1.2.1	Top-up funding - maintained schools	High Needs	16,145,946	16,145,946	16,404,939	16,969,420	16,969,420	258,993
1.2.2	Top-up funding - academies, free schools and colleges	High Needs	7,693,776	7,693,776	7,745,279	7,434,150	7,434,150	51,503
1.2.3	Top-up and other funding - non-maintained and independent providers	High Needs	9,638,811	9,638,811	9,638,811	9,084,010	9,084,010	-
1.2.5	SEN support services	Services	3,666,943	3,666,943	3,566,943	3,581,850	3,581,850	100,000
1.2.6	Hospital education services	High Needs	541,146	405,860	541,146	530,010	530,010	-
1.2.1'	Direct payments (SEN & Disability)	High Needs	350,000	350,000	300,000	300,000	300,000	50,000
1.3.1	Central expenditure on children under 5	Services	1,561,167	1,561,167	1,171,390	1,131,390	1,131,390	389,777
1.4.1	Contribution to combined budgets	CAF Team	279,968	279,968	279,262	285,540	285,540	706
		Safer Families	183,720	183,720	183,720	183,720	183,720	-
		1.4.1 Total	463,688	463,688	462,982	469,260	469,260	706
1.4.2	School Admissions	Services	401,200	401,200	361,200	361,200	361,200	40,000
1.4.3	Servicing of schools forums	Services	34,680	34,680	34,680	34,680	34,680	-
1.4.1'	Pupil growth / Infant class sizes	Growth	1,300,000	1,300,000	1,400,000	1,456,322	1,456,322	100,000
1.4.1'	SEN transport	Services	400,000	400,000	400,000	400,000	400,000	-
1.4.1'	Other items	Fair Access	106,500	106,500	106,500	106,500	106,500	-
1.5.1	Education welfare service - Former ESG retained duties	Retained Duties	286,891	286,891	-	-	-	537,657
1.5.2	Asset management - Former ESG retained duties	Retained Duties	26,000	26,000	824,548	-	-	26,000
1.5.3	Statutory/ Regulatory duties - Former ESG retained duties	Retained Duties	485,000	485,000	-	-	-	485,000
		Expenditure Total	325,400,746	219,536,941	326,266,677	309,927,637	212,136,267	865,931
Income								
1.9.1	Dedicated Schools Grant	DSG	- 318,858,054	- 212,994,249	- 319,553,635	- 302,368,347	- 204,576,977	695,581
1.9.4	Post 16 allocations from EFA	Post 16	- 5,000,000	- 5,000,000	- 5,000,000	- 6,216,900	- 6,216,900	-
1.9.2	Balance b/fwd	Income	- 1,542,692	- 1,542,692	- 1,713,042	- 1,342,390	- 1,342,390	170,350
		Income Total	- 325,400,746	- 219,536,941	- 326,266,677	- 309,927,637	- 212,136,267	865,931

FEES AND CHARGES 2017/18

Family Services Directorate

Fee/Charge	Description	Charge £	Unit of Measure
Children Centres			
Parkfield child care	Age 2	6.12	Per Child Per Hour
Parkfield child care	Age 3-4	5.87	Per Child Per Hour
Meals	Children Centre - Parkfield	2.31	Per Child Per Hour
Wingfield child care	Age 2	5.97	Per Child Per Hour
Wingfield child care	Age 3-4	5.71	Per Child Per Hour
Meals	Children Centre - Wingfield	2.14	Per Child Per Hour
Newstead Child care	Age 2	6.38	Per Child Per Hour
Newstead Child care	Age 3-4	6.24	Per Child Per Hour
Meals	Children Centre - Newstead	2.14	Per Child Per Hour
Youth services			
Holiday Programmes	Taster / Entry Activity	5.00	Per Day
Holiday Programmes	Taster / Entry Activity	3.00	Half Day
Holiday Programmes	Generic Activity	10.00	Per Day
Holiday Programmes	Generic Activity	6.00	Half Day
Holiday Programmes	Specialised Activity	16.00	Per Day
Holiday Programmes	Specialised Activity	9.00	Half Day
Duke of Edinburgh	Bronze And Silver Award Enrolment Fee	25.00	Per Award
Duke of Edinburgh	Gold Award Enrolment Fee	32.00	Per Award
Equipment	Catering E.G.Whisk, Saucepans Etc	1.20	Per Item
Equipment	Catering E.G. Professional Gas Bbq	85.00	
Equipment	Dofe E.G. Compass, Survival Bags, Waterproofs	4.00	Per Item
Equipment	Dofe E.G. Expedition Packs	15.00	
Equipment	Gardening E.G.Water Cans	0.50	Per Item
Equipment	Gardening E.G. Mowers	50.00	
Equipment	Hair & Beauty E.G.Stools	10.00	Per Item
Equipment	Hair & Beauty E.G Couch, Nail Bars	45.00	
Equipment	Marquees & Shelter E.G. Gazebos	28.00	Per Item
Equipment	Marquees & Shelter E.G. Inflatable Marquees	63.00	
Equipment	Media E.G. Lcd Monitors	8.00	Per Item
Equipment	Media E.G. Film Making Kits	350.00	
Equipment	Music E.G Headphones	1.50	Per Item
Equipment	Music E.G. Keyboards	45.00	
Equipment	Outdoor Education E.G.Camping Chairs	1.20	Per Item
Equipment	Outdoor Education E.G.Inflatable Assault Courses	800.00	
Equipment	Photography E.G.Sd Cards	1.50	Per Item
Equipment	Photography E.G. Digital Cameras	38.00	
Equipment	Sport E.G. Sport Bibs	1.00	Per Item
Equipment	Sport E.G. Table Tennins Table	90.00	
Equipment	Staging & Theatre E.G. Extension Leads	4.00	Per Item
Equipment	Staging & Theatre E.G. Stage System	220.00	
Play Team charges			
Out of school provision	After school provision	6.12	Per session
Holiday programmes	Holiday Schemes	18.36	Per day
Holiday programmes	Holiday Schemes - Siblings charge	14.79	Per day
Holiday programmes	Holiday schemes including aftercare	22.95	Per day
Holiday programmes	Holiday Schemes including aftercare - Siblings charge	19.38	Per day

Fee/Charge	Description	Charge £	Unit of Measure
Permanence, Transitions and Corporate Parenting			
Family Resource Centre	Weekday - Contact supervisor (min time period 3 hours)	28.90	Per hour
Family Resource Centre	Weekend - Contact supervisor (min time period 3 hours)	43.50	Per hour
Family Resource Centre	Weekday - A room hire only	23.20	Per hour
Family Resource Centre	Weekend - A room hire only	34.70	Per hour
Children in care	Social Care Charges - Means-tested Parental Contributions towards the care costs of children in care (Section 20 only). Families in receipt of benefits	No charge	Per child
Children in care	Social Care Charges - Means-tested Parental Contributions towards the care costs of children in care (Section 20 only) Weekly contribution	Weekly net income less £60 per person, per household, then 20% of remaining amount for 1st child, then 10% for any other children thereafter.	Per child
Library review amended fees and charges			
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	0.25	Per Day, Per Item
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	0.05	Per day, Per item
Reservation, No Notification/ email (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	1.10	Per item
Reservation, Postal Notification (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	£1.10 Plus 2nd Class Post	Per item
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	No charge	Per Item
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	2nd class postage only	Per Item
Late return fees for items borrowed from the British library	This charge is levied where items borrowed from the British Library are returned late	4.55	Per Item
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.	£0 up to £20	Per session, per person
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.	75.00	Per delegate

Fee/Charge	Description	Charge £	Unit of Measure
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.	400.00	Per organisation
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.	75.00	Per session
Music Sets And Scores for choirs based in Barnet	Subscription fee	Loan charge of 25p per score per month (min 2 month loan)	Per subscription Per annum
Music Sets And Scores for choirs based in Barnet	Overdue charge	25p per score, Per month/ part month	Per score, Per week
Music Sets And Scores for all choirs	Courier delivery charge for direct delivery	5.00	Per box
Music Sets And Scores for all choirs	Cancellation fee for every score ordered but then not required	10.00	Per title
Music Sets And Scores for all choirs	Administration fee to replace lost items. This is payable by music groups and organisations.	£10.00 + cost of replacement	Per set lost
Music Sets And Scores for choirs based outside Barnet	Subscription fee	Loan charge of 35p per score per month (min 2 month loan)	Per subscription Per annum
Music Sets And Scores for choirs based outside Barnet	Overdue charge	35p per score, Per month/ part month	Per score, Per week
Music Sets And Scores	Charge made to other Boroughs for the loan of Barnet sets and scores	12.00	Per 20 items

Street Scene Directorate Fees and Charges 2017/18

#	Fee/Charge	Description	Unit of Measure	Charges 2016/17	Charges 2017/18	Comments	Additional detail for new charges / above inflation
SS 1	Recycling - wheeled bins/containers for new developments and flats	All charges for flats and new development will be brought into line with container chargers for other waste streams and households	Per containers	N/A - New Charge	All charges for flats and new development will be brought into line with container chargers for other waste streams and households	New developments can be instructed to provide 50/50 provision of recycling and waste containers for new developments	There is no benefit to the authority for offering a discount on recycling for new developments - the developers can be instructed as to the number and type of containers to be procured
SS 2	Commercial Waste - Additional Recycling special request collection	Prepaid charge for special request collection of 1 x 240 litre or smaller recycling container	Per Collection/ Empty	N/A - New Charge	£7.79	Customers may wish to have additional recycling collected in addition to there annual collections	N/A
SS 3		Prepaid charge for special request collection of 1 x 360 litre dry recycling container	Per Collection/ Empty	N/A - New Charge	£8.75		
SS 4		Prepaid charge for special request collection of 1 x 660 litre dry recycling container	Per Collection/ Empty	N/A - New Charge	£12.60		
SS 5		Prepaid charge for special request collection of 1 x 1100 litre or larger recycling container	Per Collection/ Empty	N/A - New Charge	£16.44		
SS 6	Commercial Waste - Saturday Collection	Additional fee for Saturday Collections	% supplement	N/A - New Charge	15% additional cost on annual charge	Customers are keen on weekend collections but this incurs additional operational costs - we wish to introduce this service	This is a service that some customers have requested and will help build the business in the future but operation incur additional operational costs which need to be covered
SS 7	Commercial Waste - Sunday collections	Additional fee for Sunday Collections	% supplement	N/A - New Charge	25% additional cost on annual charge		
SS 8	Commercial Waste - Recycling	240 Litre Bins and below -- Weekly Collection	Per container	N/A - New Charge	£249.00	New Charge for a new service	New Charge for a new service
SS 9		360 Litre Bins - Weekly Collection	Per container	N/A - New Charge	£299.00		
SS 10		660 Litre Bins - Weekly Collection	Per container	N/A - New Charge	£499.00		
SS 11		1100 Litre Bins and above - Weekly Collection	Per container	N/A - New Charge	£699.00		
SS 12	Commercial Waste - Food Waste	Food Caddie - below 30 Litre - Weekly Collection	Per container	N/A - New Charge	£100.00	New Charge for a new service	This is the food services offer
SS 13		140 Litre Food Waste Bin - Weekly Collection	Per container	N/A - New Charge	£309.00		
SS 14		240 Litre Food Waste Bin - Weekly Collection	Per container	N/A - New Charge	£474.00		
SS 15	Commercial Waste - Fortnightly collection	Fortnightly collection annual cost contracts for all commercial wheeled bin container for customers with a recycling contract	Per contract	N/A - New Charge	50% reduction on a weekly contract per annum for general waste	New charge - a key way to incentivise recycling is to offer fortnightly waste collection alongside customers taking up the recycling offer	Customers who take on an annual recycling contract (excluding sacks) will be offered a fortnightly collection of waste. By only offering weekly waste we are in danger of leaving the recycling containers financially unattractive.
SS 16	Commercial Waste - Contract Change	Contract change fee (exc. upgrades)	Per occurrence	N/A - New Charge	£25.00	To cover the admin cost of contract cancellations and to help preserve market share	A number of customers regularly change their contracts (downgrades, change of name etc.). Each change requires a new contract this incurs significant administrative workload. We would not expect to charge all customers who make these changes but we have a number that change regularly and this charge will help cover the cost of this
SS 17	Commercial Waste	Overweight charge per collection	Per container per collection	N/A - New Charge	£20.00	Overweight bins incur high disposal costs and lead to a loss of income. Charging for overweight bins based on a pre agreed level which will be included within the commercial waste contracts will discourage this and protect the council. Weighing technology on commercial waste vehicle will easily allow the crews to know which bins are overweight. Charging may so encourage those with heavy bins to utilise the recycling services.	Some bins are extremely heavy and while the crews may still be able to lift the bins this will lead to a loss of any financial contribution to the authority due to higher disposal costs. The weight limit will be set at a reasonable level based on industry standards to ensure that the charge is fair
SS 18	Commercial Waste - Contaminated Bins (240L and below)	Additional charge for collection of a contaminated bin - 240 Litre and below	Per collection	N/A - New Charge	£17.55	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination
SS 19	Commercial Waste - Contaminated Bins (360L)	Additional charge for collection of a contaminated bin - 360 Litre	Per collection	N/A - New Charge	£18.79	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination
SS 20	Commercial Waste - Contaminated Bins (660L)	Additional charge for collection of a contaminated bin - 660 Litre	Per collection	N/A - New Charge	£23.55	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination
SS 21	Commercial Waste - Contaminated Bins (1100L and above)	Additional charge for collection of a contaminated bin - 1100 Litre and above	Per collection	N/A - New Charge	£28.33	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination

#	Fee/Charge	Description	Unit of Measure	Charges 2016/17	Charges 2017/18	Comments	Additional detail for new charges / above inflation
SS 22	Schools: Annual General Waste Collection (44 Weeks)	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	N/A - New Charge	£227.50	Controlled Waste Regulations 2012 state schools should only be charged for collection	If schools were charged the full cost of collection across 52 weeks they would see a large increase in costs compared to their current charges (which is that they pay the full charge for trade waste and receive free recycling collections - however this approach is not consistent with CWR 2012). The 44 week collection ties in with the standard academic year and will help provide an incentive to maintain and increase recycling. Some schools are open all year and for these a separate charge below will enable them to better control their waste and recycling costs
SS 23		Weekly collection of 360 Litre bin 44 weeks a year	Per container	N/A - New Charge	£268.13		
SS 24		Weekly collection of 660 Litre bin 44 weeks a year	Per container	N/A - New Charge	£372.99		
SS 25		Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	N/A - New Charge	£457.56		
SS 26	Schools: Annual Recycling Collection (44 Weeks)	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	N/A - New Charge	£172.53	Controlled Waste Regulations 2012 state schools should only be charged for collection	If schools were charged the full cost of collection across 52 weeks they would see a large increase in costs compared to their current charges (which is that they pay the full charge for trade waste and receive free recycling collections - however this approach is not consistent with CWR 2012). The 44 week collection ties in with the standard academic year and will help provide an incentive to maintain and increase recycling. Some schools are open all year and for these a separate charge below will enable them to better control their waste and recycling costs
SS 27		Weekly collection of 360 Litre bin 44 weeks a year	Per container	N/A - New Charge	£195.75		
SS 28		Weekly collection of 660 Litre bin 44 weeks a year	Per container	N/A - New Charge	£319.18		
SS 29		Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	N/A - New Charge	£400.63		
SS 30	Schools: Annual Food Collection (44 Weeks)	Weekly collection of 30 Litre caddie or below 44 weeks a year	Per container	N/A - New Charge	£61.59	Controlled Waste Regulations 2012 state schools should only be charged for collection	If schools were charged the full cost of collection across 52 weeks they would see a large increase in costs compared to their current charges (which is that they pay the full charge for trade waste and receive free recycling collections - however this approach is not consistent with CWR 2012). The 44 week collection ties in with the standard academic year and will help provide an incentive to maintain and increase recycling. Some schools are open all year and for these a separate charge below will enable them to better control their waste and recycling costs
SS 31		Weekly collection of 140 Litre bin 44 weeks a year	Per container	N/A - New Charge	£209.97		
SS 32		Weekly collection of 240 Litre bin 44 weeks a year	Per container	N/A - New Charge	£329.56		
SS 33	Schools: Waste and Recycling	Schools additional lifts for weeks 45-52	Per collection made	N/A - New Charge	Pro rata cost of 44 week contract per lift	Schools generally close during the holiday period and this charge will enable them to better manage their waste needs	See above
SS 34	Schedule 2: General Waste	Weekly collection of 240 Litre bin or smaller	Per container	N/A - New Charge	£268.86	Schedule 2 business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	This charge brings Schedule 2 businesses in line with the Controlled Waste Regulations 2012
SS 35		Weekly collection of 360 Litre bin	Per container	N/A - New Charge	£316.89		
SS 36		Weekly collection of 660 Litre bin	Per container	N/A - New Charge	£440.81		
SS 37		Weekly collection of 1100 Litre or above bin	Per container	N/A - New Charge	£540.76		
SS 38	Schedule 2: Recycling	Weekly collection of 240 Litre bin or smaller	Per container	N/A - New Charge	£203.89	Schedule 2 business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	This charge brings Schedule 2 businesses in line with the Controlled Waste Regulations 2012
SS 39		Weekly collection of 360 Litre bin	Per container	N/A - New Charge	£231.34		
SS 40		Weekly collection of 660 Litre bin	Per container	N/A - New Charge	£377.21		
SS 41		Weekly collection of 1100 Litre or above bin	Per container	N/A - New Charge	£473.47		
SS 42	Schedule 2: Food	Weekly collection of 30 Litre caddie or below 44 weeks a year	Per container	N/A - New Charge	£72.79	Schedule 2 business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	This charge brings Schedule 2 businesses in line with the Controlled Waste Regulations 2012
SS 43		Weekly collection of 140 Litre bin	Per container	N/A - New Charge	£248.14		
SS 44		Weekly collection of 240 Litre bin	Per container	N/A - New Charge	£389.48		
SS 45	Tree Inspection / Survey. Basic	Inspection of trees already on the system for verification and/or management recommendations.	Per hour / day	N/A - New Charge	£290 per day (£43.35 per hour)	New charge	

#	Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	Percentage change from (a) to (b)	Justification for proposed increase	COMMENTS
Highways										
HW 1	Re	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	VAT not applicable	Not previously used	£221.00	N/A - New Charge	Introducing set charge to recover costs incurred	Some works under s50 licences are undertaken under multiple phases to carry out remedial works or make an excavation permanent. Each additional phase incurs admin and inspection costs that are less than the initial licence cost but significant and not covered elsewhere. This charge would cover such additional work when required
Rechargeable Works										
HW2	Re	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road when restriction is required without delay. Includes site meetings, making temporary traffic notices and erecting street notices. Excludes signs/road markings	Per order	VAT not applicable	Not previously included	£1,627.00	N/A - New Charge	Not previously included	Used in urgent/emergency situations. Has been in use in previous years, prior to Re contract, but not published previously
HW3	Re	Highways	Recovery of costs in coring programme for failed sample material and depth failure	Per failure	VAT not applicable	£136.07	£140.32	3.12%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW4	Re	Highways	Recovery of costs in coring programme for failed sample air void, 1 layer	Per failure	VAT not applicable	£174.51	£181.37	3.93%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW5	Re	Highways	Recovery of costs in coring programme for failed sample air void, 2 layers	Per failure	VAT not applicable	£218.60	£224.81	2.84%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW6	Re	Highways	Recovery of costs in coring programme for failed sample air void, 3 layers	Per failure	VAT not applicable	£262.68	£268.24	2.12%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW7	Re	Highways	Recovery of costs in coring programme for failed sample air void, 4 layers	Per failure	VAT not applicable	£306.77	£311.68	1.60%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW8	Re	Highways	Commutated sums from developers for future maintenance liabilities of new or improved areas of highways	Unit depends on the assets adopted	VAT not applicable	Not previously used	Commutated sum rates calculated based on APEPT guidelines	N/A New Charge	To reduce the authorities future maintenance liability of highway improvement schemes or adopted highways following introduction by developers	New rates for commuted sums in connection of highway infrastructure assets will be developed in accordance with the association of directors of environment, economy, planning and transportation, ADEPT (formerly the CSS or county surveyors society) issued national guidance in 2009 for Local Authorities in respect to the use of commuted for future maintenance: 'commuted sums for maintaining infrastructure assets'. Formula's in the guidance notes will be used to determine rates for all highway infrastructure assets adopted by the authority. Any new rates will enhance existing policy that was approved in November 2006.

#	Service	Fee/Charge	Description	Unit of Measure	Charges 2016/17	Charges 2017/18	Comment and additional detail for new charges / above inflation
Parking							
P1	Parking	Green Permit	Green permit: For vehicles with ultra low emissions - gCo2 emissions 110 or below (CO2 emissions per KM)	Per vehicle per year	£ 30.00	£ -	Previously this category was for electric vehicles only, but has now been expanded to other very low emissions vehicles
P2	Parking	Resident Permit	Lower Band Emission Permit: For vehicles with low emissions - gCo2 emissions of 111 - 150	Per vehicle per year	£ 40.00	£ 50.00	There has been a change both to the banding thresholds and the charges to reflect that those who pollute the most and have the greatest negative affect on our air quality should pay the most. This is a principle of our Parking Policy and Air Quality action plan and aligns to our transport strategy. More low emissions vehicles will now be free, through being in the Green Permit band, while higher emission vehicles will pay the most.
P3	Parking	Resident Permit	Middle Band Emission Permit : - For vehicles with gCo2 emissions of 151 - 200	Per vehicle per year	New Category	£ 55.00	
P4	Parking	Resident Permit	Higher Band Emission Permit: - For vehicles with gCo2 emissions of over 200	Per vehicle per year	£ 60.00	£ 85.00	
P5	Parking	Resident Permit	Additional supplement for 2, 3 or 4th vehicle on top of permit cost	Per vehicle per year	£ 70.00	£ 10.00	ADDIITONAL supplement -This supplement is to discourage multi vehicle households, and encourage sustainable travel. The charge has moved from a flat fee, to a supplement on the on the relevant band which the car falls into i.e. A second vehicle which was an electric car would be issued a Green Permit at £0 but have to pay £10 additional supplement, a high pollution car which have gCo2 emissions of 210 would have to pay £95 (£85 higher band fee plus £10 2nd vehicle supplement). This reflects that those who pollute the most and have the greatest negative affect on our air quality should pay the most, while also promoting public transport, walking etc. to reduce congestion on our roads, and keep traffic moving.
P6	Parking	Diesel Supplement	Additional supplement Diesel vehicle on top of permit cost (please note an additional vehicle supplement and diesel vehicle supplement may be payable)	Per vehicle per year	N/A - New Charge	£ 10.00	ADDIITONAL supplement - This supplement is to discourage diesel vehicles in the borough due to the effect on air quality from particulate matter from exhaust fumes. This is a flat fee on the relevant band which the vehicle falls into i.e. A diesel high polluting car which have gCo2 emissions of 210 would have to pay £95 (£85 higher band fee plus £10 diesel supplement). A second vehicle which was diesel with gCo2 emissions of 115 would have to pay £70 (£50 Lower band fee plus £10 diesel supplement and £10 additional vehicle supplement). This reflects that those who pollute the most and have the greatest negative affect on our air quality should pay the most.
P7	Parking	Vehicle Disposal	Vehicle Disposal - End of Life Surrender and disposal	Per Vehicle	N/A - New Charge	£ 60.00	To cover cost to the Council when vehicles needs to be disposed off when they are surrendered

#	Area	Service	Description of Charge	UNIT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	Percentage change from (a) to (b)	Justification for proposed increase	COMMENTS
Environmental Health									
Food Safety Courses									
EH1	Food, Health and Safety	Environmental Health	Level 2 Award in Food Safety - Per person	Per person	£68.50	£70.00	2.19%	Recent benchmarking has show this fee was found to be below average in the market as costs have increased for exam materials	
EH2	Food, Health and Safety	Environmental health	Level 3 Award in Food Safety - Supervising food safety in catering,	Per person	NEW	£299.00	N/A - New Charge	N/A - New Charge	Expansion of options offered to businesses in the area
EH3	Food, Health and Safety	Environmental health	Level 3 Award in Food Safety - Supervising food safety in catering, - Block bookings by organisations	Per session	NEW	Price on application	N/A - New Charge	N/A - New Charge	Level 3 course block booking will be determined on a case by case basis in accordance with the market. These courses are charged at market rates and are commercial, however HBPL advised that they are statutory and so need to go through committee although can be noted as Price on Application
EH4	Food, Health and Safety	Environmental health	Level 2 Award in Food Safety - Registered Charities	Per person	£68.50	£70.00	2.19%	Recent benchmarking has show this fee was found to be below average in the market as costs have increased for exam materials.	
EH5	Food, Health and Safety	Environmental health	Level 1 Award in Food Safety	Per person	£45.50	£48.00	5.49%	Recent benchmarking has show this fee was found to be below average in the market as costs have increased for exam materials.	
Miscellaneous Food Business Charges									
EH6	Food, Health and Safety	Environmental health	Sampling of Private Water Supplies (Private Water Supplies Regulations 1991)	Per sample	Full analysis cost (£500 maximum) plus officer time @ up to £47 officer hourly rate (up to £100 max fee per visit)	Full analysis cost (£500 maximum) plus officer time @ up to £49 officer hourly rate (up to £100 max fee per visit)	4.25% on officer time cost	To reflect increased sample collection costs	
EH7	Food, Health and Safety	Environmental health	Requested Food Hygiene Rating Scheme Re-rating Inspection	Per inspection	NEW	£185.00	N/A - New Charge	N/A - New Charge	
Cemetery & Crematorium									
C&C 1	Cemetery & Crematorium	Grave purchases	Class 'A' (7'6" x 3'6") grave pre-purchase only - Non LBB Residents	Each	£12,650.00	£14,720.00	16.36%	Increased fee for non-residents only due to reducing amount of new burial space available at Hendon Cemetery	
C&C 2	Cemetery & Crematorium	Grave purchases	Class 'B' (6'6" x 2'6") grave pre-purchase only - Non LBB Residents	Each	£6,720.00	£7,800.00	16.07%		
C&C 3	Cemetery & Crematorium	Grave purchases	Ash Grave (Half size grave for the burial of ashes) Class 'A' (3'6" x 3'6") grave pre-purchase only - Non LBB Residents - Please note there are limited numbers of these and no new half size graves will be created	Each	£5,760.00	£6,700.00	16.32%		
C&C 4	Cemetery & Crematorium	Grave purchases	Ash Grave (Half size grave for the burial of ashes) Class 'B' (3'0" x 2'6") grave pre-purchase only - Non LBB Residents - Please note there are limited numbers of these and no new half size graves will be created	Each	£2,810.00	£3,250.00	15.66%		

Births, Deaths and Marriages Fees 2017/18

Wedding and Civil Partnerships

	Current rates - Burnt Oak	Proposed rates - Hendon Town Hall	% change
	£	£	%
Mon-Thurs	100	150	50%
Friday	125	175	40%
Saturday	£180	250	39%
Sunday	£275	325	18%

Leisure Fees 2017/18

Activities	2016/17 Approved						2017/18 Proposed - April																	
	Adult Non Member	Better H&F Adult	Better H&F Adult Con	Jnr Non Mem	Better H&F Junior	Better H&F Jnr Con	Adult Non Member	£	% Increase	Better H&F Adult	£	% Increase	Better H&F Adult Con	£	% Increase	Jnr Non Mem	£	% Increase	Better H&F Junior	£	% Increase	Better H&F Jnr Con	£	% Increase
Swimming																								
Casual Swim - all sessions	£6.55	£4.60	£3.30	£4.05	£2.70	£2.00	£6.65	£0.10	1.5%	£4.65	£0.05	1.1%	£3.35	£0.05	1.5%	£4.10	£0.05	1.2%	£2.70	£0.00	0.0%	£2.00	£0.00	0.0%
Tots Water World	£7.65	£5.35	£3.75				£7.70	£0.05	0.7%	£5.40	£0.05	0.9%	£3.80	£0.05	1.3%									
Swim Only - Monthly		£29.95								£29.95	£0.00	0.0%												
Health & Fitness																								
Fitness Induction - (All Centres)		£31.20	£16.30		£16.40	£11.65				£31.65	£0.45	1.4%	£16.55	£0.25	1.5%				£16.65	£0.25	1.5%	£11.80	£0.15	1.3%
Fitness induction and Programme - (All Centres)		£38.60	£20.05		£19.20	£13.70				£39.00	£0.40	1.0%	£20.30	£0.25	1.2%				£19.45	£0.25	1.3%	£13.90	£0.20	1.5%
Casual Gym (All Centres)		£8.45	£6.05		£4.35	£3.05				£8.55	£0.10	1.2%	£6.10	£0.05	0.8%				£4.40	£0.05	1.1%	£3.05	£0.00	0.0%
Group Exercise Class (All Centres)	£12.05	£8.35	£6.00				£12.20	£0.15	1.2%	£8.45	£0.10	1.2%	£6.05	£0.05	0.8%									
Water Aerobics Class (1 hr) all centres	£12.05	£8.35	£6.00				£12.20	£0.15	1.2%	£8.45	£0.10	1.2%	£6.05	£0.05	0.8%									
Racket Sports																								
Table Tennis - per table	£11.45	£8.05	£5.95	£7.35	£5.95	£3.65	£11.60	£0.15	1.3%	£8.15	£0.10	1.2%	£6.00	£0.05	0.8%	£7.45	£0.10	1.4%	£6.00	£0.05	0.8%	£3.70	£0.05	1.4%
Badminton - per court	£17.10	£11.85	£9.10	£9.05	£6.20	£4.50	£17.35	£0.25	1.5%	£12.00	£0.15	1.3%	£9.20	£0.10	1.1%	£9.15	£0.10	1.1%	£6.25	£0.05	0.8%	£4.55	£0.05	1.1%
Tennis - 1 hour per court	£8.90	£6.00	£4.45	£4.60	£3.15	£2.20	£9.00	£0.10	1.1%	£6.05	£0.05	0.8%	£4.50	£0.05	1.1%	£4.65	£0.05	1.1%	£3.15	£0.00	0.0%	£2.20	£0.00	0.0%
Courses																								
Gymnastics 1 hour - Hendon only					£7.55	£5.35													£7.65	£0.10	1.3%	£5.40	£0.05	0.9%
Gymnastics 1 hour					£6.20	£4.65													£6.25	£0.05	0.8%	£4.70	£0.05	1.1%
Football 1 hour					£6.55	£4.75													£6.65	£0.10	1.5%	£4.80	£0.05	1.1%
Badminton 1 hour					£6.55	£4.75													£6.65	£0.10	1.5%	£4.80	£0.05	1.1%
Trampoline 1 hour - Hendon only					£7.55	£5.35													£7.65	£0.10	1.3%	£5.40	£0.05	0.9%
Tennis 1 hour					£8.30	£5.90													£8.40	£0.10	1.2%	£5.95	£0.05	0.8%
Pilates 1 hour		£8.45	£6.50																					
Swimming 30 mins		£6.90	£4.85		£6.85	£4.80													£6.95	£0.10	1.5%	£4.85	£0.05	1.0%
Swimming 45 mins		£7.15	£5.00		£7.05	£4.85													£7.15	£0.10	1.4%	£4.90	£0.05	1.0%
Parent & Baby 30 mins					£6.85	£4.80													£6.95	£0.10	1.5%	£4.85	£0.05	1.0%
Synchronised Swim 45 mins					£6.85	£4.80													£6.95	£0.10	1.5%	£4.85	£0.05	1.0%
Drop In Sessions																								
Fun Session				£4.10	£2.70	£2.00										£4.15	£0.05	1.2%	£2.70	£0.00	0.0%	£2.00	£0.00	0.0%
Gymnastics Session - Adults	£16.60	£11.60	£8.20				£16.85	£0.25	1.5%	£11.75	£0.15	1.3%	£8.30	£0.10	1.2%									
Gymnastics Assessment	£16.80	£16.80	£16.75				£17.05	£0.25	1.5%	£17.05	£0.25	1.5%	£17.00	£0.25	1.5%									
Burnt Oak - Floodlit artificial full size pitch - 1 hr		£96.60								£96.60	£0.00	0.0%												
Burnt Oak - Floodlit artificial (5-a-side) 1hr		£48.20	£22.60							£48.20	£0.00	0.0%	£22.60	£0.00	0.0%									
Burnt Oak - Floodlit artificial (7-a-side) 1hr		£79.15	£37.60							£79.15	£0.00	0.0%	£37.60	£0.00	0.0%									
Burnt Oak - Grass Pitch (junior) 7-a-side		£28.20								£28.20	£0.00	0.0%												
Burnt Oak - Grass Pitch (junior) 11-a-side		£38.45								£38.45	£0.00	0.0%												
Leisure Card: 50+ Health swim/year		£86.15								£87.00	£0.85	1.0%												
Toddlers' World sibling price at Burnt Oak				£2.20	£2.20	£2.15										£2.20	£0.00	0.0%	£2.20	£0.00	0.0%	£2.15	£0.00	0.0%
Toddlers' World standard price at Burnt Oak (first child)				£5.60	£4.00	£2.80										£5.65	£0.05	0.9%	£4.05	£0.05	1.3%	£2.80	£0.00	0.0%
Toddlers World (Hendon)				£5.75	£4.15	£2.95										£5.80	£0.05	0.9%	£4.20	£0.05	1.2%	£2.95	£0.00	0.0%
Birthday Parties																								
Burnt Oak	£171.00						£171.00	£0.00	0.0%															
Copthall	£171.00						£171.00	£0.00	0.0%															
Church Farm	£155.00						£155.00	£0.00	0.0%															
Hendon	£191.00						£191.00	£0.00	0.0%															
Finchley Lido	£165.00						£167.00	£2.00	1.2%															
Badminton Club - Adult																								
Burnt Oak	£5.15	£3.35	£1.60				£5.20	£0.05	1.0%	£3.40	£0.05	1.5%	£1.60	£0.00	0.0%									
Creche																								
Burnt Oak		£4.10	£3.35							£4.15	£0.05	1.2%	£3.40	£0.05	1.5%									
Sauna																								
Finchley Lido	£11.10	£7.70	£4.10				£11.25	£0.15	1.4%	£7.80	£0.10	1.3%	£4.15	£0.05	1.2%									

Hiring Hendon Town Hall for Parties, Fairs and Events

	Current rates (per event)	
	Council Chamber	Heritage and committee rooms
	£	£
Monday-Friday	435	377
Saturday	£500	440
Sunday	£620	550

Full day (13 hours)	Proposed rates (Full day - 13 hours)		
	Council Chamber	Heritage, Committee rooms	Plus Kitchen hire
Mon-Fri full day	£600.00	£450.00	£250.00
13hrs (8am to 9pm)			
Saturday full day	£750.00	£600.00	£300.00
13hrs (8am to 9pm)			
Sunday full day	£900.00	£750.00	£350.00
13hrs (8am to 9pm)			

Proposed rates (Half day - 6.5 hours between 8am and 9pm)			
	Council Chamber	Heritage, Committee rooms	Plus Kitchen hire
Mon-Fri half day	£300.00	£225.00	£125.00
6.5 hrs (8am to 9pm)			
Saturday half day	£375.00	£300.00	£150.00
6.5 hrs (8am to 9pm)			
Sunday half day	£450.00	£375.00	£175.00
6.5 hrs (8am to 9pm)			

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Appendix G

Business Planning 2017/18-2019/2020

General Budget Consultation 2017/18

5 December 2016 – 19 January 2017

Consultation, Commissioning Group

SECTION 1

Executive Summary

1. EXECUTIVE SUMMARY

This report sets out the final consultation findings from the formal General Budget Consultation 2017/18 which will be presented to Budget Council, on 7 March 2017.

2. Summary of approach

2.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement activities to inform its development of the Corporate Plan strategic priorities and five-year commissioning priorities and plans, along with indicative savings proposals to inform the medium-term financial strategy (MTFS) 2015-2020. Further details are provided in Section 2 of this report.

2.2 Formal general budget consultation on the council's budget 2017/18 (5 December 2016 – 19 January 2017)

A summary of the key findings are outlined on the following pages. Detailed findings are also provided in Section 2 of this report.

The 2017/18 general budget consultation asked for views on:

- Options for Council Tax increases next year;
- The overall budget and the saving proposals;
- The budget and savings proposals within each Theme Committee.

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 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; the council's website; local press; Twitter; Facebook; 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, Delivery Unit newsletters/circulars and super-user mailing lists;

- A separate questionnaire was sent to the Citizens' Panel¹ to ensure the views of a representative sample of the borough's population were captured on the different options for Council Tax in 2017/18.

However, on 15 December 2016, during the consultation period, the Local Government Finance Settlement for 2017/18 was announced. Within this settlement the Government set out proposals to provide councils with an additional flexibility to increase the social care precept by a further 1% for 2017/18 on top of the existing 2% social care precept flexibility. Councils therefore now have the flexibility to increase the precept by up to 3% in 2017/18.

When the announcement was made, the public consultation had already been launched and had received 10 completed responses. In order to gather views on the new announcement:

- The public consultation was updated with additional questions to reflect the Government's additional social care precept flexibility;
- The Citizens' Panel had not been mailed out when the announcement was made; the additional questions were therefore added to the Citizens' Panel questionnaires in time for the Citizens' Panel mail out.

As the new information could have impacted on how residents responded to the public consultation, the findings prior to the 15 December announcement and the findings from the updated public consultation, after 15 December, have been reported on separately throughout this report.

2.2.2 Response to the consultation

A total of 783 questionnaires have been completed:

- 10² questionnaires were completed by the general public consultation prior to the Government's announcement on 15 December;
- 81 questionnaires were completed by the general public consultation after the Government's announcement on 15 December;
- 692 questionnaires were completed by the Citizens' Panel after the Government's announcement on 15 December.

The findings have also been reported in order of the largest sample size: Citizens' Panel (692), the updated consultation after 15 December announcement (81), and then the consultation prior to the December announcement (10).

¹ The Citizens' Panel is currently is made up of 2,056 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

² There was 1 online questionnaire where the respondent skipped all the questions. This has now been removed from the data set.

There were also four written responses which did not answer the questions included in the public consultation questionnaire. The written responses were from:

- One member of the general public (email response);
- Three businesses (one written letter and two email responses).

These responses have been reported on separately and further details are provided Section 2 of this report.

2.2.3 Response profile

The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information on the Citizens' Panel methodology can be found at paragraph 2.6 of the detailed report.

Due to low completion rate of the diversity monitoring questions to the general public consultations, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population.

It is also important to note that the consultation methods differ and their findings cannot be reported in a single result. For this reason the findings have been reported on separately, so that comparisons can be made between the much larger representative sample from the Citizens' Panel and the open general public consultations. For more information on how the results have been reported and interpreted please refer to 2.7 under Section 2 of this report.

3. Summary of key findings

The key findings from the consultation are outlined on the following pages.

Council Tax – views on options for Council Tax increase in 2017/18

The Citizens' Panel and the online general public consultations were asked for their views on a series of options for Council Tax increases next year.

It should be noted that those who support or oppose the different options for Council Tax increases have only been reported in this section of the report. The full findings of who answered they 'neither support nor oppose' or 'don't know' have been reported on in Section 2 of this report.

Also throughout the report the base size may vary from question to question as respondents did not all provide a response to every question.

3.1 Social Care Precept Council Tax:

3.1.1 The proposal to apply a further 2% social care precept increase in 2017/18

- Overall, the majority of both the Citizens' Panel members (65%), and the majority of general public respondents responding to the updated consultation after 15 December (62%, 50 out of 81 respondents), support the proposal to apply a further 2% social care precept next year.
- There was a larger majority supporting this proposal by those responding to the general public consultation prior to the Government's announcement on 15 December 2016. All 9 respondents who answered the question supported this proposal, with 8 out of 9 strongly supporting it.

3.1.2 Applying a full 3% social care precept increase to Council Tax bills in 2017/18

- Half (48%) of the Citizens' Panel support the Government's new proposal that allows councils to apply a further 1% increase on social care precept – 3% in total.
- 41% of the Citizens' Panel oppose a full 3% social care precept increase to Council Tax bills in 2017/18.
- In terms of the updated public consultation after the 15 December 2016 announcement, nearly three fifths (58%, 44 out of 76 respondents) support a full 3% social care precept increase to Council Tax bills in Barnet next year, and 40% (30 out of 76) oppose this type of increase.
- This question was not asked of the general public consultation prior to the Government's announcement on 15 December.

3.2 General Council Tax

3.2.1 Applying an additional 1.99% increase to general Council Tax on top of the proposed 2% social care precept in 2017/18

- Just over a third of the Citizens' Panel (36%) support an additional increase on general Council Tax of 1.99% on top of the proposed 2% social care precept,. Nearly three fifths (58%) of the panel oppose this increase.
- Almost three fifths (57%, 41 out of 72 respondents) of those support a 1.99 % increase in the general Council Tax on top of the proposed 2% social care precept increase next year. Two fifths (41%, 29 out of 72 respondents) oppose this type of Council Tax increase.

- 7 out of 8 respondents responding to the general budget consultation prior to the Government announcement on the 15 December 2016 support a 1.99% increase in the general Council Tax on top of the proposed 2% social care precept. 1 respondent opposes this increase.

3.2.2 Applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept increase in 2017/18

- A quarter of the Citizens' Panel (25%) support a 1.99 % increase on the general Council Tax on top of a 3% social care precept increase next year. Nearly two thirds (64%) oppose this type of increase.
- Half (51%, 36 out of 71 respondents) of those responding to the updated general public consultation support a 1.99% increase in the general Council Tax on top of a 3% social care precept increase next year, and just under half of the sample opposing this increase (45%, 32 out of 71 respondents).

This question was not asked of the general public consultation prior to the Government's announcement on 15 December.

3.3 Type of reasons why respondents said they support or oppose these Council Tax increases

Respondents were given an opportunity to provide reasons why they support or oppose these increases and many respondents gave a reason.

The types of reasons given were similar across the different types of Council Tax increases and these are summarised below.

3.3.1 Reasons why respondents support a social care precept increase

The most frequently mentioned reason for support of a social care precept increase was that respondents regard social care as being underfunded, followed by respondents indicating that they feel the increase seems acceptable/fair; recognition that we must support the elderly and also the vulnerable; and recognition that we have an ageing population. Some also added the caveat that the money must be ring-fenced.

3.3.2 Reasons why respondents oppose a social care precept increase

The most frequently mentioned reason why respondents oppose a social care precept increase was around affordability; there was also a particular reference to pensioners not being able to afford an increase.

Other frequently mentioned reasons were that Council Tax is already too high; that the council still needs to cut more waste, for example overheads and executives' pay; that the Government should pay more; the effect of lower increases should be monitored first; and funding for other services was needed.

3.3.3 Reasons why respondents support an additional 1.99% increase to general Council Tax on top of a 2% or 3% social care precept

The reasons why respondents support an additional 1.99% increase to general Council Tax on top of a social care precept were very similar to the reasons for the support of a social care precept.

The most frequently mentioned reason why respondents support an additional 1.99% increase to general Council Tax on top of the social care precept was again because respondents regard social care as being underfunded. Other frequently mentioned reasons include: it is an acceptable increase; recognition that there is a need to support the vulnerable; other services need an increase in funding; and we need to all accept responsibility and share the cost. Many respondents also mentioned they support but added the caveat they will need to see where the extra money is being spent.

3.3.4 Reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a 2% or 3% social care precept

Again the reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a social care precept were very similar to the reasons for opposing a social care precept.

The most frequently mentioned reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a 2% or a 3% social care precept was the increase was just too high and concern about affordability; there was again a particular reference to pensioners not being able to afford an increase. Answers also included: the council still needs to cut more waste; and the need to monitor the effect of lower increases first.

Detailed analysis on the reasons given for each type of Council Tax increase is provided in section 2 of this report.

3.4 Analysis of demographic sub-groups who are significantly more likely to support or oppose the different type of Council Tax increases

The Citizens' Panel demographic sub-groups responses have been analysed to identify which groups have a statistically significantly different response from the overall response. The sample sizes of the two public consultations are too small to draw any significant conclusions in terms of demographics.

In terms of the Citizens' Panel there are two main demographic sub-groups that stand out in regards to their responses:

- The Hendon Constituency responses are different from the overall response across each of the four options for Council Tax increases compared to the overall response. They are **less likely to support** the 2% and 3% social care precept increase. They are also **more likely to oppose** the proposed 2% social care precept plus 1.99% and **more likely to oppose** the proposed 3% social care

precept plus 1.99%. To summarise, they were not supportive of any Council Tax increase.

- Users of Housing Services are also **more likely to oppose** any increase in the social care precept or general Council Tax. They are also **less likely to support** a further 2% Social Care Precept.

There are also other different demographic sub-groups whose responses are statistically significantly different from the overall response in terms of whether they support or oppose the different options for Council Tax next year, but did not appear across all four options. Further details can be found on pages 42 to 44 in Section 2 of this report.

4. Overall budget and savings for 2017/18

The Citizens' Panel were not asked questions on the overall budget and savings proposals for 2017/18.

The consultation findings outlined on the following pages are from the general public consultations only.

4.1 Overall budget and savings for 2017/18

Respondents were asked if they had any comments to make on the overall budget, in particular on how the 2017/18 proposed savings have been allocated across the Theme Committees:

- 25 out of 81 respondents who took part in the updated public consultation after 15 December gave comments on the overall budget.
- 1 out of 10 respondents who took part in the consultation prior to 15 December gave comments.

In terms of the updated consultation, the 25 responses were varied, with many respondents providing more than one comment. As far as possible the responses are grouped into themes and percentages are based on the total sample who took part in the consultations.

The four most common themes were: concern about a Council Tax increase and its affordability (6%, 5 out of 81 respondents); agreement that the balance across the themes and savings are reasonable (5%, 4 out of 81 respondents); concerns about the Library savings; and concerns about reduced spending on children and education (5%, 4 out of 81 respondents).

The 1 respondent who gave a comment to the consultation prior to 15 December did not mention the aforementioned, and instead felt the council should ensure they protect adult social care and children's social care.

4.2 Theme Committee Savings Proposals 2017/18

The Citizens' Panel were not asked questions on the Theme Committee saving proposals for 2017/18. These were only asked of the general public consultation. Respondents were asked the following questions on the saving proposals within each Theme Committee for 2017/18:

- Do you have any comments to make about the savings being proposed within this Committee's budget for 2017/18?
- Overall, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2017/18?
- 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 1 summarises the headline findings on the extent to which respondents agree or disagree with the savings proposed within each committee.

Table 1: Summary of headline findings on the extent to which public consultation respondents agree or disagree with the savings proposed within each Committee.

Theme Committee	Consultation Findings ¹
Policy and Resources	<p>Opinion was mixed on the savings proposals within this committee, with no clear majority agreeing or disagreeing. 32% (12 out of 37 respondents) responding to the updated general public consultation after 15 December agree with the savings proposals. 30% (11 out of 37 respondents) disagree, and the remainder neither agree nor disagree 22% (8 out of 37) or did not know 16% (6 out of 37).</p> <p>2 out of 6 of the general public consultation, prior to 15 December, agree with the savings proposals. 2 out of 6 disagree, and 2 out of 6 neither agree nor disagree.</p>
Adults and Safeguarding	<p>Slightly more respondents disagree rather than agree with the proposed savings within the Adults and Safeguarding Committee. 30% (7 out of 23 respondents) responding to the updated general public consultation, agree with the savings proposals within the Adults and Safeguarding Committee. 39% (9 out of 23 respondents) disagree, and the remainder neither agree nor disagree 26% (6 out of 23), or don't know 4% (1 out of 23).</p>

¹ Where percentages do not add up to 100 this is due to rounding.

Theme Committee	Consultation Findings ¹
	2 out of 4 of the general public consultation, prior to 15 December, agree with the savings proposals within the Adults and Safeguarding Committee and 2 out of 4 disagree.
Children, Education, Libraries and Safeguarding	<p>Respondents are more likely to disagree with the proposed savings within the Children, Education, Libraries and Safeguarding Committee rather than agree. 23% (9 out of 40 respondents) responding to the updated general public consultation agree with these savings proposals. Half of respondents (50%, 20 out of 40 respondents) disagree. The remainder neither agree nor disagree 13% (5 out of 40) or don't know 15% (6 out of 40).</p> <p>1 out of 7 responding to the general public consultation, prior to 15 December, agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee, 5 out of 7 disagree and 1 respondent neither agrees nor disagrees.</p>
Environment	<p>In Environment Committee, respondents are more likely to agree with the proposed savings rather than disagree. Half of respondents (50%, 18 out of 36 respondents), responding to the updated general public consultation, agree with the savings proposals within the Environment Committee compared to 33% (12 out of 36 respondents) who disagree. The remainder neither agree nor disagree (17%, 6 out of 36).</p> <p>4 out of 5, responding to the general public consultation, prior to 15 December, agree with the savings proposals within the Environment Committee and 1 out of 5 disagree.</p>
Assets, Regeneration and Growth	<p>As with Environment Committee, more respondents agree with the proposed savings within Assets, Regeneration and Growth than disagree. Just under half agree (48%, 10 out of 21 respondents), responding to the updated general public consultation, with these savings proposals. 38% (8 out of 21 respondents) disagree and the remainder neither agree nor disagree (14%, 3 out of 21).</p> <p>2 out of 3, responding to the general public consultation prior to 15 December, agree with the savings proposals within the Assets, Regeneration and Growth Committee and 1 out of 3 disagree.</p>
Community Leadership	Opinion on Community Leadership Committee savings were slightly more mixed within this committee. Slightly more respondents agree with the proposed savings within this committee than disagree. 37% (7 out of 19 respondents)

Theme Committee	Consultation Findings ¹
	<p>responding to the updated general public consultation agree with the savings proposals within this committee, whereas 27% (5 out of 19 respondents) disagree and 37% (7 out of 19 respondents) neither agree nor disagree.</p> <p>1 out of 2, responding to the general public consultation, prior to 15 December, agree with the savings proposals within the Community Leadership Committee, and 1 out of 2 neither agree nor disagree.</p>
Housing	<p>More respondents disagree with the proposal not to make savings in this committee rather than agree. 35% (8 out of 23 respondents), responding to the updated general public consultation, agree with the decision not to make any savings in the Housing Committee. However half, (48%, 11 out of 23 respondents) disagree and 17% (4 out of 23 respondents) neither agree nor disagree.</p> <p>1 out of 2, responding to the general public consultation, prior to 15 December, agree with the decision not to make any savings within the Housing Committee, and 1 out of 2 disagree.</p>

Detailed analysis on the open-ended questions for each committee is provided in Section 2 of this report.

SECTION 2

Business Planning 2017-2020

General Budget Consultation

2017/18

Detailed Findings

1. BACKGROUND

As is usual practice, the budget proposals for 2017/18 have been subject to a formal public consultation.

This report sets out the full findings from the council's consultation on its Business Plan 2017/18. The findings will be considered by Budget Council on 7 March 2017, where the final decision on the council's budget for 2017/18 will be taken.

1.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement activities to inform the development of its Corporate Plan strategic priorities and five-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.

Table 2 outlines the phases of consultation and engagement to date:

Table 2: Consultation and engagement that has informed the council's business planning to 2020

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"> • Engagement through Citizens' Panel workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFS proposals for each of the six committees • Engagement through Committee meetings and working groups.

Phase	Date	Summary
Phase 4: Strategic Plan to 2020 Consultation	December 2014 - 2015	<ul style="list-style-type: none"> • A series of six workshops with a cross-section of residents recruited from the Citizens' Panel and Youth Board, plus two workshops with users¹ of council services. • An online survey.

2 Formal Budget Consultation 2017/18

2.1 Overview

The preliminary consultation and engagement has informed the development of the council's 2017/18 budget proposals to be put forward for formal consultation.

The 2017/18 General Budget Consultation began after Policy and Resources Committee on 5 December 2016 and concluded on 19 January 2017.

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 2017/18 savings. The outcomes of these consultations are being reported into Committee decision making processes.

2.2 Technical details and method

In summary, the consultation was administered as follows:

- The General Budget Consultation was open for six and a half weeks, from 5 December 2016 to 19 January 2017;
- 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;
- Respondents' views were gathered via an 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;

¹ 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.

- The consultation was widely promoted via the council's residents' magazine, Barnet First; the council website; local press; Twitter; Facebook; 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, Delivery Unit newsletters/circulars and super user mailing lists;
- A separate questionnaire was sent to the Citizens' Panel¹ 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. More information on the Citizens' Panel methodology and response can be found at section 2.6 of this report.

However, on 15 December 2016, during the consultation period, the Local Government Finance Settlement for 2017/18 was announced. Within this settlement the Government set out proposals to provide councils with additional flexibility to increase the social care precept by a further 1% for 2017/18 on top of the existing 2% social care precept flexibility. Councils therefore now have the flexibility to increase the precept by up to 3% in 2017/18.

When the announcement was made the public consultation had already been launched and had received 10 completed responses. In order to gather views on the new announcement:

- The public consultation was updated with additional questions to reflect the Government's additional social care precept flexibility;
- The Citizens' Panel had not contacted by post when the announcement was made; the additional questions were added to the Citizens' Panel questionnaires in time for the Citizens' Panel mail out.

As the new information could have had an impact on how residents respond to the public consultation, the findings prior to the 15 December announcement and the findings to the updated public consultation after 15 December have been reported on separately throughout this report.

2.3 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the 2017/18 budget in general terms. In particular the consultation invited views on the:

- Overall budget and saving proposals;

¹ The Citizens' Panel is currently made up of 2,056 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. See 2.6 for more details.

- The council's proposal to apply a 2% social care precept to Council Tax.
- Applying the Government's additional flexibility to increase the social care precept by a further 1% up to 3% for 2017/18;
- Applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept next year, which would increase Council Tax bills by a total 3.99%;
- Applying an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept next year, which would increase Council Tax bills by 4.99%;
- The savings being proposed within each Theme Committee.

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

- Open-ended questions on Council Tax which asked respondents to give reasons why they support or oppose the proposals;
- Open-ended questions, where respondents were invited to write in any comments on the savings proposed within each Committee, and if they disagree with the committee's savings to say why and where they would suggest the council could make alternative savings;
- Key demographic questions to help understand the views of different demographic groups.

Throughout the questionnaire and where applicable, hyperlinks were provided to the 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 2017/18 savings for each Committee.

2.4 Response to the consultation

A total of 783 questionnaires have been completed:

- 10¹ completed questionnaires by the general public consultation prior to the Government announcement on 15 December;
- 81 completed questionnaires by the general public consultation after the Government announcement on 15 December;
- 692 completed questionnaires by 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 2017/18 Budget.

¹ There was 1 online questionnaire where the respondent skipped all the questions. This has now been taken out of the data set.

2.5 General public response and profile

Table 3 shows the profile of those who responded to the general public consultations.

Table 3: General Public Sample Profile

Stakeholder	General Public After 15 Dec 2016		General Public Pre-15 Dec 2016	
	%	Number	%	Number
Resident	67%	54	60%	6
Business	0%	0	0%	0
Resident and business based in Barnet	2%	2	10%	1
Public sector organisation	0%	0	0%	0
Voluntary/community organisation	1%	1	0%	0
Other	1%	1	0%	0
Prefer not to say	0%	0	0%	0
Not answered	28%	23	30%	3
Total	100%¹	81	100%	10

As outlined under Section 1 of this report, there were also four written responses which did not answer the questions included in the public consultation questionnaire. The written responses were from:

- One member of the general public (email response);
- Three businesses (one written letter and two email responses).

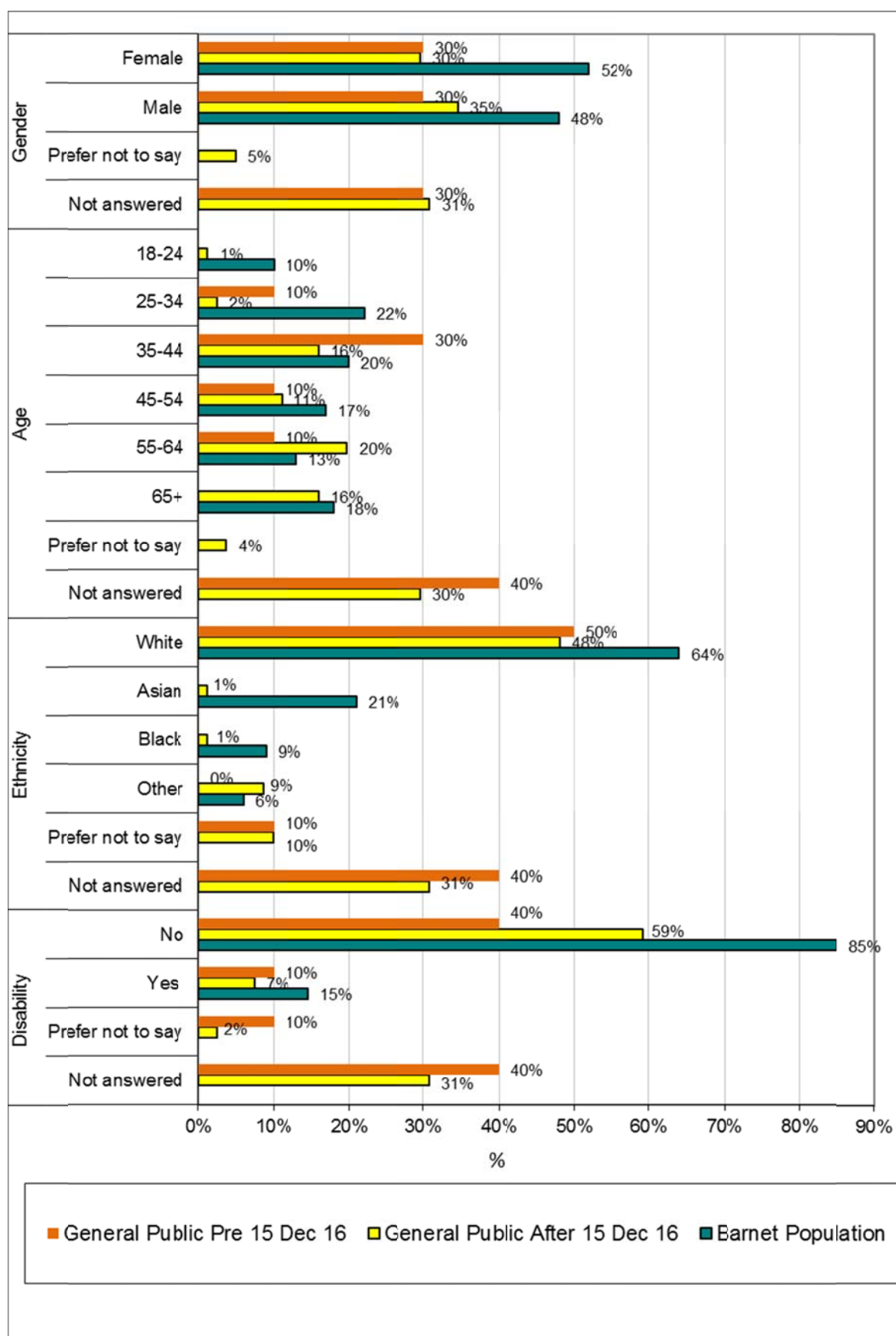
The responses have been reported on separately and further details are provided Section 2, 3.4, of this report.

Chart 1 on the next page shows the demographic profile of those who responded to the online general public consultations in terms of key demographics compared to the population of Barnet.

However, due to the low completion of the diversity monitoring questions, it is difficult to draw any conclusions on how representative it is of the borough's actual population.

¹ Where percentages do not add up to 100 this is due to rounding.

Chart 1: General Public Consultation Sample profile – key demographics



2.6 Citizens' Panel response and sample profile

A combined postal and online survey method¹ was mailed out to 2,056 members of Barnet's Citizens' Panel; a total of 692 questionnaires have been completed (249 postal and 443 online) giving a response rate of 34%.

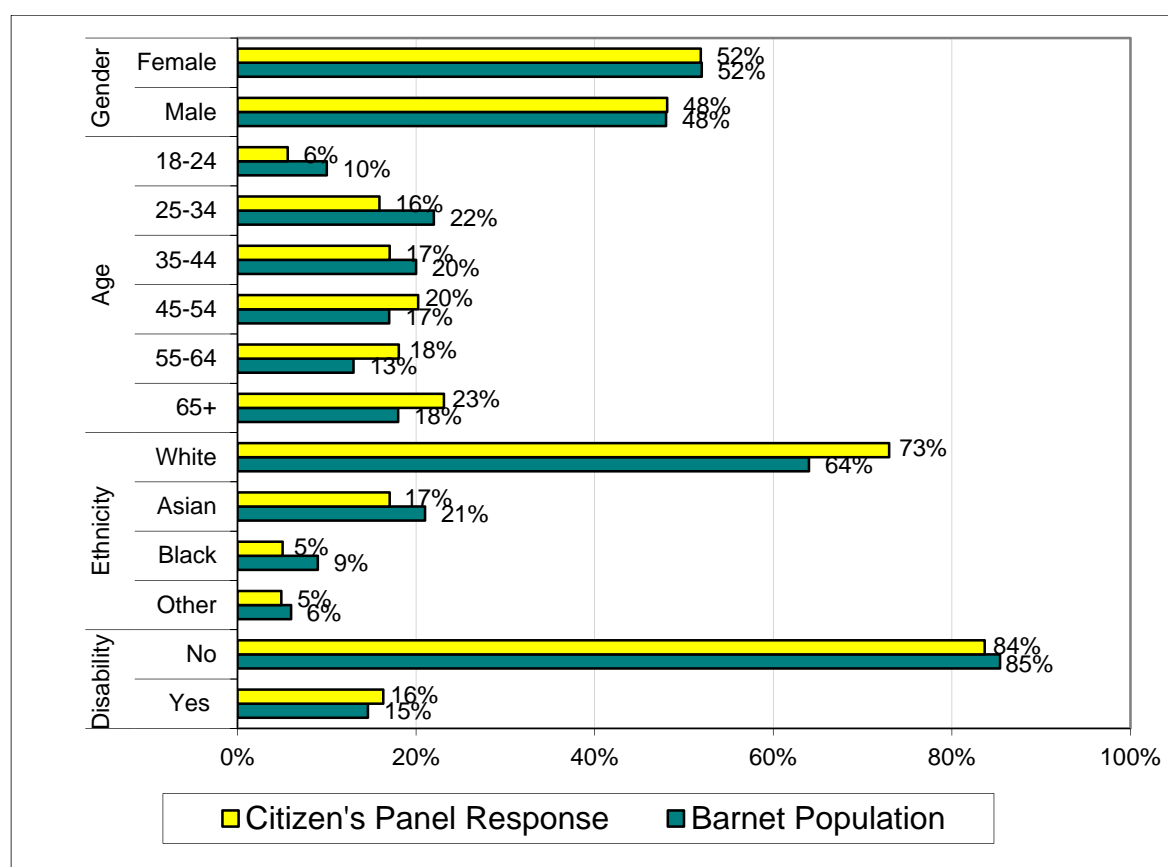
The Citizens' Panel is selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability.

It should be noted that when mailing out a Citizens' Panel survey there is no guarantee that the achieved response will exactly match the profile of the population, as it depends on which panel members decide to take part in and return the survey.

Chart 2 shows the demographic profile of those who responded to this particular Citizens' Panel survey compared to the population of Barnet.

The sample that responded closely matches Barnet's population profile in terms of gender, and disability. However, in terms of age, younger panel members are under-represented and older panel members are over-represented. There is also a slight over-representation of White respondents and under-representation of Black and Asian respondents. **Weighting has been applied to tackle the issue of under- and over-representation in the sample so that it represents the population make-up of Barnet residents, and it is the weighted data that is reported on in this report.**

Chart 2: Citizens' Panel Sample profile – key demographics



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

2.7 Protected Characteristics

The council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups.

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.

To assist us in complying with the duty under the Equality Act 2010 we asked the general public consultation respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the personal information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under the Data Protection Act 1998.

Members of the Citizens' Panel provide equalities monitoring data at the outset of their appointment and this is updated so far as possible and used throughout their term. Because the term of appointment to the Citizens' Panel is 3 years it is not possible to ensure a representative sample of those who are pregnant and/or on maternity leave throughout the three-year period.

Table 4: Protected Characteristic sample profile

Protected Characteristic	Citizens Panel		General Public		General Public	
			After 15 Dec 2016		Pre 15 Dec 2016	
	Number ¹	%	Number	%	Number	%
Faith						
Agnostic	20	3%	4	5%	1	10%
Atheist	44	6%	2	2%	1	10%
Baha'i	0	0%	0	0%	0	0%
Buddhist	5	1%	1	1%	0	0%
Christian	272	39%	21	26%	1	10%
Hindu	45	7%	2	2%	0	0%
Humanist	2	0%	0	0%	0	0%
Jain	5	1%	0	0%	0	0%
Jewish	144	21%	5	6%	1	10%
Muslim	31	5%	0	0%	0	0%
Sikh	3	0%	0	0%	0	0%
No religion	93	13%	10	12%	1	10%
prefer not to say	0	0%	11	14%	1	10%
Other Faith	5	1%	1	1%	0	0%

¹ Answers N/A are those which were not asked on the panel

Protected Characteristic	Citizens Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	Number ¹	%	Number	%	Number	%
Not answered	23	3%	24	30%	4	40%
Total	692	100%	81	100%	10	100%
Sexuality						
Bisexual	7	1%	0	0%	0	0%
Gay man	2	0%	1	1%	0	0%
Heterosexual	535	79%	41	51%	5	50%
Lesbian	3	1%	0	0%	0	0%
Other	0	0%	1	1%	0	0%
Prefer not to say	0	0%	8	10%	1	10%
Not answered	145	19%	30	37%	4	40%
Total	692	100%	81	100%	10	100%
Prefer to define your sexuality in other terms	n/a	n/a	1		0	
Pregnancy						
Pregnant	N/A	N/A	0	0%	0	0%
on maternity leave	N/A	N/A	0	0%	0	0%
prefer not to say	N/A	N/A	0	0%	0	0%
Not answered	N/A	N/A	24		7	
Is your gender the same as that assigned at birth		N/A				
yes	N/A	N/A	53	65%	6	60%
no	N/A	N/A	0	0%	0	0%
prefer not to say	N/A	N/A	4	5%	0	0%
not answered	N/A	N/A	24	30%	4	40%
Total	N/A	N/A	81	100%	10	100%

2.8 Interpretation of the results

In terms of the two sets of results, it is also important to note the following:

- The weighted Citizens' Panel survey results are broadly representative of the overall population of Barnet, and therefore are likely to be a useful guide to overall public opinion across the borough;
- Although the general public consultations are not representative of the overall population of Barnet they provide considerable information. However, they should be treated with caution as a guide to overall opinion because the response profile does not match the Barnet population;
- In particular, the pre-15 December consultation findings should be treated with caution due to the small sample size, and also they were provided with different information for Council Tax increases next year;

- It is also important to note because the general public consultations profile is an imperfect reflection of the population, the responses to the Council Tax questions have been analysed separately from the weighted Citizens' Panel survey findings;
- The questions on the overall budget and proposed savings within each Committee for 2017/18 were only asked in the general public consultations, and although not representative of the borough's population, the results do provide an important indication of where there may be particular strength of feeling in relation to the overall proposals and savings;
- Where percentages do not add up to 100, this may be due to rounding, or the question is multi-coded. All open-ended questions that invite respondents to write in comments are multi-coded and therefore add up to more than 100%;
- All open-ended responses to the public consultation and the Citizens' Panel have been classified based on the main themes arising from the comment, so that they can be summarised.

2.9 Calculating and reporting on results

The findings of each sample have been reported in order of the largest sample size: Citizens' Panel (692), the updated consultation after 15 December announcement (81), and then the consultation prior to the 15 December announcement (10).

The results for each question are based on "valid responses" (Citizens' Panel is based on 'valid weighted responses'), 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.

3 Results in detail:

3.1 Council Tax

Respondents were to what extent they support or oppose the different options for Council Tax increases next year.

3.1.2 Council Tax, proposal to apply a further 2% social care precept – increase in 2017/18

Respondents were asked to what extent they support or oppose the council's proposal to apply a further 2% social care precept to Council Tax in 2017/18 to help ease pressure on adult social care budgets:

- Table 5 shows that the majority of Citizens' Panel members (65%), and the majority of general public respondents responding to the updated consultation after 15 December (62%, 50 out of 81 respondents), support the proposal to apply a further 2% social care precept next year.
- There was a larger majority supporting this proposal from those responding to the general public consultation prior to the Government's announcement on 15

December. All 9 respondents who answered the question supported this proposal, with 8 out of 9 strongly supporting it.

- Only a quarter of Citizens' Panel members (25%) oppose the proposal to apply a further 2% social care precept next year, and 36% (29 out of 81 respondents) of the general public responding to the updated consultation after 15 December, oppose the proposal to apply a further 2% social care precept next year.

Table 5: Proposal to apply a further 2% social care precept increase in 2017/18

	Citizens' Panel		General Public After 15 Dec		General Public Pre 15 Dec	
	%	Base	%	Base	%	Base
Strongly support	29%	198	48%	39	89%	8
Tend to support	36%	247	14%	11	11%	1
Neither support nor oppose	9%	65	3%	2	0%	0
Tend to oppose	11%	72	5%	4	0%	0
Strongly oppose	14%	96	31%	25	0%	0
Don't know	2%	14	0%	0	0%	0
Total	100%	692	100%	81	100%	9

3.1.3 Reasons given by those who support the proposal to apply a further 2% social care precept increase in 2017/18

Respondents were given an opportunity to give reasons why they support or oppose a proposal.

It should be noted responses to open ended questions which invited reasons for support or opposing the options were varied, with many respondents providing more than one reason why they support this proposal. The responses to these questions are grouped where there is commonality of responses higher than three, and these have been ranked by the Citizens' Panel sample most frequently mentioned reasons. Percentages are calculated on the total number of respondents who support or oppose an increase.

Of those who indicated their support for the council's proposal to apply a further 2% social care precept in 2017/18 the majority of respondents went on to give a reason for their support: 70% of the Citizens' Panel gave a reason for their support; 74% (37 out of 50 respondents) of the general public responding to the updated consultation after 15 December and 5 out of 9 respondents responding prior to the Government announcement on 15 December also gave a reason for their support.

Table 6 gives full details of the type of comments received on why respondents support the proposal to apply a further 2% social care precept increase in 2017/18.

The most frequently mentioned reason as to why respondents support the proposal to apply a further 2% social care precept increase was recognition that that social care is underfunded, followed by an assertion that the increase seems acceptable/fair; recognition that we must support the elderly and also the vulnerable; and recognition that we have an ageing population.

Table 6: Reasons given for support the proposal to apply a further 2% social care precept increase in 2017/18

To what extent do you support or oppose the council's plans to apply a further 2% social care precept to Council Tax in 2017/18, to help ease pressure on adult social care budgets?	Citizens' Panel After		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base1	%	Base1
THOSE WHO SUPPORT	100%	445	100%	50	100%	9
Gave a reason for their support	70%	310	74%	37	56%	5
Did not give a reason for their support	30%	135	26%	13	44%	4
Reasons stated:						
Social Care services are underfunded / Social Care needs an increase	22%	100	28%	14	11%	1
Rise is acceptable Fair / Reasonable	17%	77	12%	6	22%	2
Specific mention of the elderly needing more care / Helping older people	16%	73	10%	5	11%	1
We must support the vulnerable / Those who need care, including the disabled	14%	64	16%	8	0%	0
Population is ageing / Borough has large elderly population	10%	44	10%	5	0%	0
Should help relieve pressure on NHS / Help keep people out of hospital	7%	31	8%	4	11%	1
All in the community need to accept responsibility / Essential in a civilised society	7%	30	2%	1	0%	0
Inevitable/Necessary/Essential/Priority/ / Vital	6%	28	10%	5	11%	1
Support but: Spending of extra must be accounted for / Transparency required	5%	22	0%	0	0%	0
Personal circumstances / experience means appreciate services and need for funds	4%	18	0%	0	0%	0
Support but: Central Government should take more responsibility for the cost	4%	17	4%	2	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they support this proposal.

To what extent do you support or oppose the council's plans to apply a further 2% social care precept to Council Tax in 2017/18, to help ease pressure on adult social care budgets?	Citizens' Panel After		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Support but: Must be spent as intended on the social care budget / As long as ring-fenced	3%	14	2%	1	0%	0
Reasonable in view of non -increases in the past	3%	13	12%	6	11%	1
Support but: the increase should be more / This increase is not enough /	2%	9	6%	3	22%	2
Support: but cut out waste	2%	9	0%	0	0%	0
Support but: increase funding for other services also needed / Other services must not be compromised	2%	9	2%	1	0%	0
If nothing done problem will escalate / This will save money in the long run	2%	8	0%	0	0%	0
The role of those working in social care needs to be made easier	2%	7	0%	0	11%	1
This increase is enough. Higher increase not required	2%	7	0%	0	0%	0
Support but: More affluent should pay in more / Highest band homes/mansions should pay more	2%	7	0%	0	0%	0
Support but: Modest increases each year better than no increase then a big increase	2%	7	2%	1	0%	0
The elderly have contributed all their lives	1%	6	0%	0	0%	0
Other comments	6%	25	4%	2	0%	0
Total number of different types of reasons		625		64		10

3.1.4 Reasons why respondents oppose the proposal to apply a further 2% social care precept increase in 2017/18

Respondents were also given the opportunity to give reasons why they oppose the proposal.

Of those who indicated they oppose the proposal to apply a further 2% social care precept in 2017/18 the majority of respondents went on to give a reason: 70% of the Citizens' Panel gave a reason why they oppose the increase; 66% (19 out of 29 respondents) of the general public responding to the updated consultation after 15 December. No respondents opposed the proposal prior to the Government announcement on 15 December.

Table 7 gives full details of the type of reasons why respondents oppose the council's proposals to apply a further 2% social care precept increase in 2017/18.

The most frequently mentioned reason why respondents oppose the proposal to apply a further 2% social care precept increase in 2017/18 was around affordability; there was also a particular reference to pensioners not being able to afford this. Other

frequently mentioned reasons were that Council Tax is already too high; that the council still needs to cut more waste, for example overheads and Executives' pay. Others feel the Government should pay more and should take more responsibility, whilst some feel funding for other services was needed.

Table 7: Reasons given for opposing the proposal to apply a further 2% social care precept increase in 2017/18

To what extent do you support or oppose the council's plans to apply a further 2% social care precept to Council Tax in 2017/18, to help ease pressure on adult social care budgets?	Citizens' Panel After 15 Dec 2016		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base1	%	Base1
THOSE WHO OPPOSE	100%	168	100%	29	0%	0
Gave a reason why they oppose	70%	117	66%	19	0%	0
Did not give a reason why they oppose	30%	51	34%	10	0%	0
Reasons stated:						
Limited / Fixed income - cannot afford an increase / Income increases by lower % than this / Pressured by other bills	23%	39	14%	4	0%	0
Council Tax already too high	14%	23	17%	5	0%	0
Cut out waste / Cut Executives' pay/ Cut overheads / Cut admin costs	8%	14	3%	1	0%	0
Object to paying for services not used / Should be paid for by those who require it	8%	13	3%	1	0%	0
Central Government should be paying more / Central Government should take more responsibility	6%	10	14%	4	0%	0
Increase funding for other services also needed / Other services must not be compromised	5%	9	3%	1	0%	0
Pensioners (specifically) cannot afford it	5%	8	0%	0	0%	0
Families should contribute more to the care of their elderly relatives	4%	7	3%	1	0%	0
Too many people are not contributing / Those working for cash	3%	5	0%	0	0%	0
Better monitoring/control/ vetting required of claimants	2%	4	3%	1	0%	0
The elderly should have saved more	2%	3	0%	0	0%	0
Elderly people have more disposable income and do not require help	2%	3	0%	0	0%	0
Concern that there will create a precedent / Create a culture of increases	2%	3	0%	0	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they oppose this proposal.

To what extent do you support or oppose the council's plans to apply a further 2% social care precept to Council Tax in 2017/18, to help ease pressure on adult social care budgets?	Citizens' Panel After 15 Dec 2016		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
The community should give more practical help / volunteer	2%	3	0%	0	0%	0
Other comments	14%	24	21%	6	0%	0
Total number of different types of reasons		168		24		

3.1.5 Council Tax, Social Care Precept – the Government's proposal to allow councils to apply a 3% social care precept increase

On 15 December, as part of the Local Government Finance settlement for 2017/18, the Government set out proposals to provide councils with additional flexibility to increase the social care precept by a further 1% for 2017/18. The proposal will allow councils to increase the precept by up to 3% in 2017/18.

The Citizens' Panel and those responding to the updated consultation were asked to what extent they support or oppose the option of applying the full 3% social care precept increase to Council Tax bills in Barnet next year.

- Table 8 shows that half (48%) of Citizens' Panel members support a 3% social care precept increase next year, 41% of the panel oppose the increase and a further 10% said they were neutral and 2% said they did not know.
- Compared to the panel there is more support for this increase from the updated general public consultation. Nearly three fifths (58%, 44 out of 76 respondents) of the updated general public respondents support applying the full 3% social care precept increase to Council Tax bills in Barnet next year.
- 40% (30 out of 76 respondents) of the updated general public consultation respondents oppose the full 3% social care precept increase to Council Tax bills.
- The remainder are neutral or say they don't know.
- This question was not asked in the general public consultation prior to 15 December.

Table 8: Views on applying the full 3% social care precept increase to Council Tax bills in 2017/18

	Citizens' Panel		General Public After 15 Dec		General Public Pre 15 Dec	
	%	Base	%	Base	%	Base
Strongly support	23%	155	50%	38	N/A	N/A
Tend to support	25%	174	8%	6	N/A	N/A
Neither support nor oppose	10%	66	3%	2	N/A	N/A
Tend to oppose	19%	131	7%	5	N/A	N/A
Strongly oppose	22%	149	33%	25	N/A	N/A
Don't know	2%	12	0%	0	N/A	N/A
Total	100%	685	100%	76	N/A	N/A

3.1.6 Reasons why respondents support the Government's new proposal to allow councils to apply a 3% social care precept increase

Respondents were again given an opportunity to give reasons why they support the Government's new proposal to allow councils to apply a 3% social care precept increase.

Of those who indicated they support a 3% social care precept in 2017/18 the majority of respondents went on to give a reason for their view: 60% of the Citizens' Panel gave a reason why they support the increase and 77% (34 out of 44 respondents) of the general public responding to the updated consultation after 15 December gave a reason. This question was not asked of respondents to the consultation prior to the Government announcement on 15 December.

Table 9 gives full details of the type of reasons why respondents oppose the council's proposals to apply a further 2% social care precept increase in 2017/18.

The most frequently mentioned reason as to why respondents support the further 3% social care precept increase in 2017/18 was again because respondents felt social care is underfunded. Respondents also said the reason why they supported it was that they felt it was an acceptable increase. Followed by recognition that the elderly need more care, but we also need to support the vulnerable. Some also added the caveat that the money must be ring-fenced.

Table 9: Reasons given for opposing a further 3% social care precept increase in 2017/18

To what extent would you support or oppose applying the full 3% increase to Council Tax bills in Barnet next year, to help ease the pressure on adult social care budgets?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base1	%	Base1
THOSE WHO SUPPORT	100%	329	100%	44	n/a	n/a
Gave a reason for their support	60%	199	77%	34	n/a	n/a
Did not give a reason for their support	40%	130	23%	10	n/a	n/a
Reasons stated:						
Social Care services are underfunded / Cost continues to rise	19%	61	34%	15	n/a	n/a
Rise is acceptable / Do not object	13%	41	9%	4	n/a	n/a
Specific mention of the elderly needing more care	9%	30	14%	6	n/a	n/a
We must support the vulnerable / Those who need care, including the disabled / This will support those most in need	9%	30	14%	6	n/a	n/a
Support but: As long as ring-fenced for social care budget	8%	27	5%	2	n/a	n/a
Inevitable/Necessary/Essential/Priority / In crisis / Vital	6%	19	0%	0	n/a	n/a
Support but: Spending of extra must be accounted for / Transparency required	5%	17	2%	1	n/a	n/a
Population is ageing / Borough has large elderly population	4%	14	5%	2	n/a	n/a
Society should care for everyone / Essential in a civilised society	4%	14	5%	2	n/a	n/a
Reasonable in view of non- increases in the past	4%	13	7%	3	n/a	n/a
Should help relieve pressure on NHS / Help keep people out of hospital	3%	11	16%	7	n/a	n/a
But cut out waste / Run a tight ship / Make savings/ Cut Executive' pay / Cut overheads / Cut admin costs	3%	10	2%	1	n/a	n/a
I can afford but this would be unaffordable for some - Especially for some elderly people	2%	8	0%	0	n/a	n/a
Support but: Recognition that Government support has reduced	2%	8	2%	1	n/a	n/a
If nothing done problem will escalate / This will save money in the long run	2%	6	0%	0	n/a	n/a

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they support this proposal.

To what extent would you support or oppose applying the full 3% increase to Council Tax bills in Barnet next year, to help ease the pressure on adult social care budgets?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Support but: This increase is not enough / Is a sticking plaster	2%	6	9%	4	n/a	n/a
Support but: Other services must not be compromised	2%	6	2%	1	n/a	n/a
The role of those working in social care needs to be made easier	2%	6	0%	0	n/a	n/a
Support but: the wealthy or more affluent should pay in more	2%	5	0%	0	n/a	n/a
Personal circumstances means appreciate services and need for funds	1%	4	2%	1	n/a	n/a
Other comments	5%	16	9%	4	n/a	n/a
Total number of different types of reasons		352		60		

3.1.7 Reasons why respondents oppose the Government's new proposal to allow councils to apply a 3% social care precept increase

Respondents were again given an opportunity to give reasons why they oppose the Government's new proposal to allow councils to apply a 3% social care precept increase.

Of those who indicated they oppose a further 3% social care precept in 2017/18, 57% of the Citizens' Panel gave a reason why they opposed the increase; and 60% (18 out of 30 respondents) of the general public responding to the updated consultation after 15 December. This question was not asked of respondents to the consultation prior to the Government announcement on 15 December.

Table 10 gives full details of the type of reasons why respondents oppose a further 3% social care precept increase in 2017/18.

The most frequently mentioned reason as to why respondents oppose a further 3% social care precept increase in 2017/18 was again around affordability, there was also a particular reference to pensioners not being able to afford this. Linked to this was the view that respondents reference the increase was too high, followed with respondents feeling that the council still needs to cut more waste, for example overheads and Executives' pay. Others felt the effect of lower increases should be monitored first, whilst some felt funding for other services was needed.

Table 10: Reasons given for opposing a further 3% social care precept increase in 2017/18

To what extent would you support or oppose the council's plans to applying the full 3% increase to Council Tax bills in Barnet next year, to help ease the pressure on adult social care budgets?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base1	%	Base1
THOSE WHO OPPOSE	100%	280	100%	30	n/a	n/a
Gave a reason why they oppose	57%	159	60%	18	n/a	n/a
Did not give a reason why they oppose	43%	121	40%	12	n/a	n/a
Reasons stated:						
Limited / Fixed income - cannot afford an increase / Income increases by lower % than this	24%	66	7%	2	n/a	n/a
Too high / Excessive / Too big an increase	15%	41	27%	8	n/a	n/a
Cut out waste / Cut overheads / Cut Executives' pay	7%	20	3%	1	n/a	n/a
Monitor the effect of a lower increase first. More may not be required	6%	16	0%	0	n/a	n/a
Other services must not be compromised / All increases should not be for social services	4%	11	3%	1	n/a	n/a
Object to paying for services not used / Should be paid for by those who require it	4%	11	10%	3	n/a	n/a
Central Government should be paying more	4%	11	13%	4	n/a	n/a
Modest annual increases would be better than no increase and then a large one	3%	9	3%	1	n/a	n/a
Pensioners (specifically) cannot afford it	3%	8	0%	0	n/a	n/a
Review Capita contracts / Capita not good value	2%	6	0%	0	n/a	n/a
Delay further decisions/increases until the effects of Brexit are known	2%	6	0%	0	n/a	n/a
Justification needed for such an increase	1%	4	7%	2	n/a	n/a
Too many people living in the borough are not contributing	1%	4	0%	0	n/a	n/a
Other comments	11%	32	20%	6	n/a	n/a
Total number of different types of reasons		245		28		

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they oppose this proposal.

3.1.8 General Council Tax – applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

All respondents were asked to what extent they support or oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept next year, which would increase Council Tax bills by a further 3.99% in total next year.

- Table 11 shows that just over a third of the Citizens' Panel (36%) support an additional increase in general Council Tax of 1.99% on top of the planned 2% social care precept. Nearly three fifths (58%) of the panel oppose this increase. The remainder of the panel are either neutral (4%) or say they don't know (2%).
- Almost three fifths (57%, 41 out of 72 respondents) of those responding to the updated general public consultation support a 1.99 % increase in the general Council Tax on top of the planned 2% social care precept increase next year. Two fifths (41%, 29 out of 72 respondents) oppose this increase. 3% (2 out of 72) said they neither support nor oppose this type of increase.
- Those responding to the consultation prior to the Government announcement on 15 December 2016 showed more support for a 1.99% increase in the general Council Tax on top of the planned 2% social care precept (7 out of 8 respondents). 1 respondent opposed this type of increase.

Table 11: Views on applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

	Citizens' Panel After 15 Dec		General Public After 15 Dec		General Public Prior to 15 Dec	
	%	Base	%	Base	%	Base
Strongly support	17%	107	44%	32	88%	7
Tend to support	19%	119	13%	9	0%	0
Neither support nor oppose	4%	23	3%	2	0%	0
Tend to oppose	22%	140	6%	4	13%	1
Strongly oppose	36%	222	35%	25	0%	0
Don't know	2%	14	0%	0	0%	0
Total	100%	625	100%	72	100%	8

3.1.9 Reasons why respondents support an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

Respondents were given an opportunity to give reasons why they support applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18.

Of those who indicated they support this increase, 63% of the Citizens' Panel gave a reason why they supported the increase and 73% (30 out of 41 respondents) of the general public responding to the updated consultation after 15 December gave a reason. 3 out of 7 respondents gave a reason for their support to the consultation prior to the Government announcement on 15 December.

Table 12 gives full details of the type of reasons why respondents support an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18.

The most frequently mentioned reason as to why respondents support an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18 was again because respondents felt social care is underfunded. Respondents also said they supported the increase because they felt it was an acceptable increase. This was followed by recognition that we need to support the vulnerable. Some also added the caveat that they support but they will need to see where the extra money is being spent. Respondents also frequently said they support this increase as other services need an increase in funding.

Table 12: Reasons why respondents support applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

To what extent would you support or oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18, which would increase Council Tax bills by a further 3.99% in total next year?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base1	%	Base1
THOSE WHO SUPPORT	100%	226	100%	41	100%	7
Gave a reason why they support	63%	143	73%	30	43%	3
Did not give a reason why they support	37%	83	27%	11	57%	4
Reasons stated:						
Social care services are underfunded / Social care costs continue to rise with increasing demand	19%	43	39%	16	29%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they support this proposal.

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To what extent would you support or oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18, which would increase Council Tax bills by a further 3.99% in total next year?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Rise is acceptable / Reasonable	16%	36	29%	12	57%	4
It is important to support the vulnerable / This will support those most in need	15%	33	20%	8	0%	0
Support but: Spending of extra must be accounted for / Transparency required / Justification needed	8%	19	0%	0	0%	0
Support but: Increase funding for other services also needed / Other services must not be compromised	7%	15	12%	5	0%	0
Support but: Must be spent as intended on the social care budget / As long as ring-fenced	6%	13	2%	1	0%	0
Support but: Modest annual increases better / Do not want too much of an increase in one year	6%	13	2%	1	0%	0
The community must accept responsibility / Share the cost	4%	10	5%	2	0%	0
Support but: Cut out waste / Cut overheads / Cut admin costs	4%	9	2%	1	0%	0
Reasonable in view of non- increases in the past	4%	10	15%	6	14%	1
If nothing done problem will escalate / This will save money in the long run	4%	8	0%	0	0%	0
I can afford but this would be unaffordable for some - Especially for some elderly people	3%	7	0%	0	0%	0
The wealthy / More affluent should pay in more / Highest band homes/mansions should pay more	2%	5	0%	0	0%	0
This will help children too	2%	5	0%	0	0%	0
Should help relieve pressure on NHS / Help keep people out of hospital	1%	3	5%	2	0%	0
Support but: Concern that there will be similar increases every year	1%	3	0%	0	0%	0
Other comments	7%	15	0%	0	0%	0
Total number of different types of reasons		247		54		7

3.10 Reasons why respondents oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

Respondents were given an opportunity to give reasons why they oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18.

Of those who indicated they oppose this proposal, 58% of the Citizens' Panel gave a reason. 62% (18 out of 29 respondents) of the general public responding to the updated consultation after 15 December; and the 1 respondent who opposed this increase in the consultation prior to the Government announcement on 15 December gave a reason for their support.

Table 13 gives full details of the type of reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18.

The most frequently mentioned reasons why respondents oppose this increase was respondents felt it was too large an increase in one go, and concern about affordability, there was a particular reference to pensioners not being able to afford this and that the increase was just too high. This was followed with respondents feeling that the council still needs to cut more waste, for example overheads and Executives' pay, and then the need to monitor the effect of lower increases first.

Table 13: Reasons why respondents oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

To what extent would you support or oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18, which would increase Council Tax bills by a further 3.99% in total next year?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base1	%	Base1
THOSE WHO OPPOSE	100%	362	100%	29	100%	1
Gave a reason why they oppose	58%	211	62%	18	100%	1
Did not give a reason why they oppose	42%	151	38%	11	0%	0
Reasons stated:						
Too large an increase in one go / Too high	25%	89	45%	13	100%	1
I have a limited / fixed income - My income increases by less than this annually / Too large an increase in one go / Too high	24%	86	7%	2	0%	0
Cut out waste / Cut Executives' pay/ Cut overheads / Cut admin costs	9%	31	7%	2	0%	0
Monitor the effect of a lower increase first, this may not be required	4%	13	7%	2	0%	0
Increase funding for other services also needed / Other services must not be compromised	3%	12	3%	1	0%	0
Object to paying for services not used	3%	12	0%	0	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they oppose this proposal.

To what extent would you support or oppose applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18, which would increase Council Tax bills by a further 3.99% in total next year?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Recognition that Government support has reduced	3%	12	10%	3	0%	0
Pensioners (specifically) cannot afford it	3%	11	0%	0	0%	0
Outsourcing services results in higher cost to the council	2%	7	0%	0	0%	0
Too many people are not contributing / Dodging the system	2%	6	0%	0	0%	0
Delay further decisions/increases until the effects of Brexit are known / Concern about effect of Brexit	1%	5	0%	0	0%	0
Better monitoring required / vetting required of claimants	1%	5	0%	0	0%	0
Make cuts in other services to fund social care	1%	4	3%	1	100%	1
Other comments	5%	19	3%	1	0%	0
Total number of different types of reasons		312		25		2

3.1.11 Council Tax: General Council Tax – applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept increase in 2017/18

The Citizens' Panel and the updated consultation after the Government announcement on 15 December asked respondents to what extent they support or oppose applying an additional 1.99% increase to general Council Tax on top of a **3%** social care precept in 2017/18, which would increase Council Tax bills by 4.99% in total next year.

- Table 14 shows that a quarter (25%) of the Citizens' Panel support a 1.99 % increase in the general Council Tax on top of a 3% social care precept increase next year. 64% oppose this additional general Council Tax increase. The remainder of the panel neither support or oppose (9%) or say they don't know (2%).
- Compared to the panel there is slightly more support from the updated general public consultation announcement for this additional increase. half (51%, 36 out of 71 respondents) support a 1.99 % increase in the general Council Tax on top of a 3% social care precept increase next year, and just under half of the sample oppose this increase (45%, 32 out of 71 respondents). The remainder neither support nor oppose (4%, 3 out of 71 respondents).

Table 14: Views on applying an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept in 2017/18

	Citizens' Panel		General Public After 15 Dec		General Public Pre 15 Dec	
	%	Base	%	Base	%	Base
Strongly support	12%	79	44%	31	N/A	N/A
Tend to support	13%	90	7%	5	N/A	N/A
Neither support nor oppose	9%	63	4%	3	N/A	N/A
Tend to oppose	25%	172	6%	4	N/A	N/A
Strongly oppose	39%	268	39%	28	N/A	N/A
Don't know	2%	12	0%	0	N/A	N/A
Total	100%	684	100%	71	N/A	N/A

3.1.12 Reasons why respondents support applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept increase in 2017/18

Respondents were given an opportunity to give reasons why they support applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept increase in 2017/18.

Of those who indicated they support this increase, 53% of the Citizens' Panel gave a reason why they supported the increase, and 69% (25 out of 36 respondents) of the general public responding to the updated consultation after 15 December gave a reason. This question was not asked in the consultation prior to the Government announcement on 15 December.

Table 15 gives full details of the type of reasons why respondents support an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept in 2017/18.

The most frequently mentioned reason as to why respondents support an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept in 2017/18 was again because respondents feel social care is underfunded. Respondents also said they supported the increase as they felt it was an acceptable or a reasonable increase. This was followed by: recognition that we need to support the vulnerable; increased funding for other services needed; and we need to accept responsibility and share the cost.

Table 15: Reasons why respondents support applying an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept in 2017/18

To what extent would you support or oppose applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept in 2017/18, which would increase Council Tax bills by a further 4.99% in total next year?	Citizens' Panel After		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base1	%	Base
THOSE WHO SUPPORT	100%	169	100%	36	n/a	n/a
Gave a reason for their support	53%	89	69%	25	n/a	n/a
Did not give a reason for their support	47%	80	31%	11	n/a	n/a
Reasons stated:						
Social care services are underfunded / Needs an increase / Cost continues to rise / Demand continues to rise	12%	21	19%	7	n/a	n/a
Rise is acceptable / Reasonable	9%	15	3%	1	n/a	
We must support the vulnerable / This will support those most in need /Must support disabled	11%	19	11%	4	n/a	n/a
Increased funding for other services also needed / A higher increase helps other services	7%	11	25%	9	n/a	n/a
All need to accept responsibility / Need to share the cost / Essential in a civilised society	5%	9	8%	3	n/a	n/a
Support but: Cut out waste / Make savings/ Cut overheads / Cut admin costs	5%	8	3%	1	n/a	n/a
Reasonable in view of non- increases in the past	5%	8	14%	5	n/a	n/a
Support but: Modest annual increases better/ Take care not to increase too much in one year	4%	7	0%	0	n/a	n/a
Do not object / Good idea /Support / Sensible	4%	7	14%	5	n/a	n/a
Support but: I can afford but this would be unaffordable for some	3%	5	6%	2	n/a	n/a
Central Government should be paying more / Recognition that Government support has reduced	2%	3	3%	1	n/a	n/a
Other comments	10%	17	11%	4	n/a	n/a
Total number of different types of reasons		130		42		

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they support this proposal.

3.1.13 Reasons why respondents oppose applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept increase in 2017/18

Respondents were given an opportunity to give reasons why they oppose applying an additional 1.99% increase to general Council Tax on top of on top of a 3% social care precept increase in 2017/18.

Of those who indicated they oppose this proposal, 52% of the Citizens' Panel gave a reason and 45% (15 out of 32 respondents) of the general public responding to the updated consultation after 15 December gave a reason. The question was not asked in the consultation prior to the Government announcement on 15 December.

Table 16 gives full details of the type of reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept in 2017/18.

Then the most frequently mentioned reason why respondents oppose an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept was respondents felt it was just too large an increase in one year. This was followed by respondents saying they could not afford it and there was a further reference that pensioners would not be able to afford it. Respondents again reiterated that the council still needs to cut waste, for example overheads.

Table 16: Reasons why respondents oppose applying an additional 1.99% increase to general Council Tax on top of the planned 3% social care precept in 2017/18

To what extent would you support or oppose applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept in 2017/18, which would increase Council Tax bills by a further 4.99% in total next year?	Citizens' Panel		General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹	%	Base
THOSE WHO OPPOSE	100%	440	100%	32	n/a	n/a
Gave a reason why they oppose	52%	231	45%	15	n/a	n/a
Did not give a reason why they oppose	48%	209	52%	17	n/a	n/a
Reasons stated:						
Too big an increase in one year	28%	122	21%	7	n/a	n/a
I have a limited / fixed income / My income increases by less than this annually / Unaffordable	15%	64	9%	3	n/a	n/a
Cut out waste /Cut overheads / Cut admin costs	5%	24	3%	1	n/a	n/a
Pensioners (specifically) cannot afford it	4%	17	3%	1	n/a	n/a
More justification for such a rise needed	3%	13	3%	1	n/a	n/a

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they oppose this proposal.

To what extent would you support or oppose applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept in 2017/18, which would increase Council Tax bills by a further 4.99% in total next year?	Citizens' Panel		General Public		General Public	
			After 15 Dec 2016		Pre 15 Dec 2016	
Already pay high % of income on Council Tax / Council Tax is already too high	3%	11	12%	4	n/a	n/a
Concern all to be spent on social care	2%	10	0%	0	n/a	n/a
Central Government should be paying more / Recognition that Government support has reduced	2%	8	6%	2	n/a	n/a
Monitor the effect of a lower increase first. More may not be required.	2%	8	0%	0	n/a	n/a
Review Capita contracts / Capita not good value / Not good services	2%	7	0%	0	n/a	n/a
Need better vetting of claimants/ More people should be made to stand on own two feet	1%	6	0%	0	n/a	n/a
Too many people are not contributing / Those working for cash/	1%	6	0%	0	n/a	n/a
Delay further decisions/increases until the effects of Brexit are known / Concern about effect of Brexit	1%	5	0%	0	n/a	n/a
Other comments	8%	35	3%	1	n/a	n/a
Total number of different types of reasons		336		20		

3.4 Written response

There was one written response received by email. This was in response to seeing the promotional article in Barnet First. The response said:

- In general terms they would support a 1.99% Council Tax increase and felt this increase is affordable by the majority of households;
- They were against the policy of freezing the Council Tax since 2011, in particular in context to the stringent cuts resulting from this policy to social care, libraries, road repairs, and other areas for which the council is responsible.

There were three business responses received, one by post and two by email. The responses were:

- Two business respondents indicated they did not want any increase in the business rates as it would put more pressure on small businesses. They also mentioned that more could be done to support local businesses;
- Other feedback was with regard to spreading the cuts across all five of the largest budgets and possibly reviewing pavement upgrade expenditure;
- It was suggested that parking could raise revenue.

- It was also commented that families, in addition to carer support, could consider looking after elderly relatives therefore reducing the costs of residential care 'perhaps families will have to take more care of elderly relatives with the help of carers', and that 'none of us can have sufficient information about the budget to identify ideas more clearly'.

3.5 Analysis of demographic sub-groups on who are more likely to support or oppose the different type of Council Tax increases.

The demographics of the Citizens' Panel responses have been analysed to identify which groups are statistically significantly different from the overall response. The sample sizes of the two public consultations are too small to draw any significant conclusions in terms of demographics.

As outlined in Section 1, the analysis of the Citizens' Panel found that there are two main demographic sub-groups that stand out in their responses:

- The Hendon Constituency responses are different to the overall response for each of the four options for Council Tax. They are **less likely to support** the 2% and 3% social care precept increase. They are also **more likely to oppose** the proposed 2% social care precept plus 1.99% and **more likely to oppose** the proposed 3% social care precept plus 1.99%. To summarise they were not supportive of any Council Tax increase.
- Users of Housing Services are also **more likely** to oppose any increase in the social care precept or general Council Tax. This is further supported by the respondents **less likely to support** a 2% Social Care Precept.

There are further differences across the different types of increases and these are outlined in full below:

3.5.1 The proposal is to apply a further 2% social care precept to Council Tax in 2017/18

- Respondents who are service users in Adult and Safeguarding Committee or have an Agnostic or Humanist faith are **more likely** to say they **support** the proposal to apply a 2% social care precept to Council Tax next year.
- Respondents who are living in the Hendon Constituency or are users of Housing Services are **less likely to support** the proposal to apply a 2% social care precept to Council Tax.
- Conversely, those residents of 'other' tenure or who are users of Housing Services are **more likely to oppose** the proposal to apply a 2% social care precept to Council Tax.
- Respondents living in Chipping Barnet Constituency or who are Agnostic in faith, or on Long Term Sick in relation to employment, are **more likely to support** a 3% social care precept Council Tax increase.

3.5.2 Applying the full 3% precept increase to Council Tax

- Respondents living in Chipping Barnet Constituency or who are Agnostic in faith, or on Long Term Sick in relation to employment, are **more likely to support** a 3% social care precept Council Tax increase.
- Respondents living in Hendon Constituency, or those who are just users of universal services are **less likely to support** a 3% social care precept Council Tax increase.
- Respondents living in the Hendon Constituency or living in Social Housing, or Humanist faith, or are users of Housing Services are **more likely to oppose** a 3% social care precept increase in Council Tax.

3.5.3 Applying an additional 1.99% increase to general Council Tax on top of a 2% social care precept in 2017/18

- Whilst 226 panel members (36%) supported applying an additional 1.99% increase to general Council Tax in addition to the planned 2% social care precept, statistically there were **no demographic groups that are more likely to support** this Council Tax increase.
- However, there are many differences in terms of sub-groups regarding those who are **more likely to oppose** this type of increase: respondents living in the Hendon Constituency, or who are aged between 18-24 years old, or who are Asian, or who are Black, or who are Muslim, or Rent Privately, or who are Students, or who are users of Housing Services are **more likely to oppose** a 1.99% general Council Tax increase on top of the proposed 2% social care precept increase in Council Tax.
- Respondents who are White are **less likely to oppose** this increase.

3.5.4 Applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept in 2017/18.

- Again, whilst 169 panel members (25%) supported an additional 1.99% increase to general Council Tax on top of a 3% social care precept, statistically there were **no demographic groups that are more likely to support** this Council Tax increase.
- As with the 1.99% increase on top of the 2% social care precept increase, there were many variations within sub-groups regarding those who are **more likely to oppose** this type of increase: Again respondents living in the Hendon Constituency, or who are aged between 18-24 years old, or who are Asian, or who are Black, or who are Humanist, or who are Muslim, or who are homosexual, or who are Students, or users of Housing Services are **more likely to oppose** a 1.99% general Council Tax increase on top of the proposed 3% social care precept increase in Council Tax.
- Respondents who are White are again **less likely to oppose** this increase.

4. Overall budget and savings for 2017/18

As outlined under paragraph 2.5.1 the Citizens' Panel were not asked questions on the overall budget and saving proposals within each Theme Committee for 2017/18. These questions were only asked of the general public.

Respondents to the general public consultations were asked their views on:

- The overall budget and saving proposals;
- To what extent they agree or disagree with the savings being proposed within each Theme Committee.

Throughout the questionnaire respondents were also given the opportunity to write in verbatim comments on:

- The overall budget;
- To give reasons if they disagreed with savings within each Theme Committee;
- If they disagreed with any of the savings within a Committee to give alternative suggestions for savings;
- Any general comments on the Committees savings.

This section of the report provides full details of the type of comments received from these open ended questions which are ranked by the most frequently mentioned comments to the updated public consultation after the 15 December announcement.

Responses to these open-ended questions were much more varied compared to the Council Tax questions. As far as possible the responses have been grouped into commonality of themes, however there were many comments that could not be grouped into themes.

As with the Council Tax questions, the findings have been reported in order of the largest sample size first: the updated consultation after 15 December announcement (81) first, and then the consultation prior to the 15 December announcement (10).

4.1 Overall budget 2017/18

Respondents were asked if they had any comments to make on the overall budget, in particular how the 2017/18 proposed savings have been allocated across the Theme Committees:

- 25 out of 81 respondents who took part in the updated public consultation after 15 December gave comments on the overall budget.
- 1 out of 10 respondents who took part in the consultation prior to 15 December gave comments.

Table 17 gives full details of the type of comments received which are ranked by the most frequently mentioned comments to the updated public consultation after the 15 December announcement.

The four most frequently most mentioned comments were: concerns about a Council Tax increase and its affordability (6%, 5 out of 81 respondents); agreement that the

balance across the themes and savings are reasonable (5%, 4 out of 81 respondents); concerns about the Library savings; and concerns about reduced spending on children and education (5%, 4 out of 81 respondents).

The 1 respondent who gave a comment to the consultation prior to 15 December did not mention the aforementioned, and instead felt the council should ensure they protect adult social care and children's social care.

Table 17: Comments on overall budget and on how the 2017/18 proposed savings have been allocated across the Theme Committees

Do you have any comments to make about how the savings being proposed are divided across all the Theme Committees for 2017/18 budget?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who took part in the public consultations	100%	81	100%	10
Gave a comment	31%	25	10%	1
Did not give a comment	69%	56	90%	9
Type of comments made:				
Concerns about Council Tax increase: pensioners should not be paying Council Tax / Poor people should not be paying any Council Tax at all; or it should be a lot less than it is now / I cannot afford Council Tax increase / Disagree with any Council Tax increase.	6%	5	0%	0
Agree with proposed savings / The balance across the themes seems reasonable / The suggested savings in all areas should be adopted.	5%	4	0%	0
Concerns about Library savings: Reduce the proposed savings / library closures will have a very bad impact on the poorer children in the borough / You should have increased the tax to 2% last year instead of closing libraries/ You have also squandered money on the libraries strategy without any guarantees that you will be able to rent out the space you are creating at great expense	5%	4	0%	0
Do not reduce spending on children and education:	4%	3	0%	0
Agree with spending on elderly and vulnerable adults / I think the idea to increase Council Tax to help the elderly is good.	2%	2	10%	1
Agree to increase to pay for housing needs / I do see why housing makes no cuts seeing as there	2%	2	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

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Do you have any comments to make about how the savings being proposed are divided across all the Theme Committees for 2017/18 budget?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
is so much press about this.				
Don't understand why Community Leadership Committee and P&R have 'got away lightly'.	2%	2	0%	0
Unable to understand the information	2%	2	0%	0
Should not have had zero Council Tax increase / You have brought about this problem yourself by freezing Council Tax for the last 6 years.	2%	2	0%	0
Object to elderly having to use their homes to pay for care whilst others who have made no provision receive funds from a source they have not paid into. Had we been told years ago that care would not be free then we would have made provision	2%	2	0%	0
Agree and happy education given higher priority	1%	1	0%	0
Raise revenue via permit parking/parking meters near train stations	1%	1	0%	0
Cuts will further affect vital services to the extent that there will be a knock-on effect in other areas such as the NHS	1%	1	0%	1
I am concerned about proposed "savings" on non-essential repairs to housing stock. What is "non-essential"? Will the tenant be expected to carry out the repair and what is the approved standard? So-called non-essential repairs soon become essential!	1%	1	0%	0
Consider increases not savings	1%	1	0%	0
It is the most heavily used services which are having the greatest cuts: When people (and voters) consider Council Tax, it is associated with the services we know are provided by the local council and used on a regular basis.... these appear to be being disproportionately impacted.	1%	1	0%	0
It is impossible to say that adults and communities should be cut more or less than children's services - they are both essential.	1%	1	0%	0
Money has been wasted on PR to no benefit for local residents	1%	1	0%	0
I can't see how there can be such a huge difference in savings from 17/18 and 18/20 e.g. adults and safeguarding. I know there is one year and then 3 years but it seems an enormous difference and unlikely to come from the measures detailed in the plan.	1%	1	0%	0
People who have high paying jobs be moved out of subsidised housing after a period thus lightening the load	1%	1	0%	0

Do you have any comments to make about how the savings being proposed are divided across all the Theme Committees for 2017/18 budget?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Environment: Reduce the proposed level of savings	1%	1	0%	0
Protecting social care for children is a priority	0%	0	10%	1
Total number of different types of comments		39		3

4.2 Policy and Resources Committee proposed budget savings 2017/18

Respondents were asked if they would like to answer questions on Policy and Resources Committee:

- Of those who took part in the updated public consultation after 15 December, 40 respondents indicated that they would like to answer the questions on Policy and Resources Committee.
- Of those who took part in the public consultation prior to 15 December, 6 respondents indicated that they would like to answer these questions.

4.2.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agree or disagree with the savings that have been proposed within Policy and Resources Committee's budget for 2017/18.

Table 18 shows that 32% (12 out of 37 respondents) responding to the updated general public consultation agree with the savings proposals within the Policy and Resources Committee. 30% (11 out of 37 respondents) disagree and the remainder neither agree nor disagree (22%, 8 out of 37) or did not know (16%, 6 out of 37).

2 out of 6 of the general public consultation prior to 15 December agree with the savings proposals within the Policy and Resources Committee. 2 out of 6 disagree, and 2 out of 6 neither agree nor disagree.

Table 18: Overall response to the budget savings proposed for Policy and Resources Committee

Overall, to what extent do you agree or disagree with the savings that have been identified within the Policy and Resources Committee for 2017/18?	General Public After 15 Dec 2016		General Public Prior to 15 Dec 2016	
	%	Base	%	Base
Strongly agree	5%	2	17%	1
Tend to agree	27%	10	17%	1
Neither agree nor disagree	22%	8	33%	2
Tend to disagree	11%	4	17%	1
Strongly disagree	19%	7	17%	1
Don't know / not sure	16%	6	0%	0
Total	100%	37	100%	6

4.2.2 Reasons for disagreement

Respondents were asked to give reasons why they disagree. Of those who indicated they disagree with the savings in this committee only:

- 8 out of 11 respondents who took part in the updated public consultation after 15 December gave a reason for their disagreement.
- None of the respondents who took part in the consultation prior to 15 December gave a reason.

Table 19 provides full details of the type of reasons received.

The 8 responses to the updated consultation are varied, with some respondents providing more than one comment. The most common theme is there is not enough information or the savings have not been identified (2 respondents); and why are we always talking about making savings (2 respondents).

Table 19: Reasons why respondents disagree with the savings proposals in Policy and Resources Committee

Reasons for disagreeing with the savings that have been identified within the Policy and Resources Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	11	100%	2
Gave a reason why they disagree	73%	8	0%	0
Did not give a reason why they disagree	27%	3	0%	2
Type of reasons given:				
Cuts are not identified / More information required	18%	2	0%	0
Why are we talking about savings ...you pay for what you getWhy is tax such a hideous concept? / There have been many years of cuts, it's time for a change	18%	2	0%	0
Failed to plan for these eventualities in the past. Now passing on the cost	9%	1	0%	0
If savings are made then services will not be at required level	9%	1	0%	0
Keep within your income	9%	1	0%	0
There should be more savings	9%	1	0%	0
What would be saved by bringing all outsourced services back in-house? How much is Capita being paid?	9%	1	0%	0
Barnet has plenty of money from all the land they have sold off	9%	1	0%	0
Total number of different types of reasons		10		0

4.2.3 Alternative suggestions for savings

Respondents who disagree with the proposed savings were asked to suggest alternative savings.

- 5 out of 11 respondents who took part in the updated public consultation after 15 December gave alternative suggestions for the savings.
- None of the respondents who took part in the consultation prior to 15 December gave any alternative suggestions.

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

Table 20 gives full details of the type of alternative suggestions for making savings in the Policy and Resources Committee.

The 5 responses to the updated consultation are varied, with some respondents providing more than one alternative suggestion but there is no common theme. The full list of the type of suggestions can be seen in Table 21.

Table 20: Alternative suggestions for making the savings within the Policy and Resources Committee

Alternative suggestions where the council could make these savings or generate income?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	11	100%	2
Made an alternative suggestion	45%	5	0%	0
Did not make an alternative suggestion	55%	6	0%	0
Type of alternative suggestions made:				
Generate income: we'll charge for missed hospital and GP appointments. Heavy fines for parking infringements etc.	9%	1	0%	0
Increase Council Tax	9%	1	0%	0
Live within your means	9%	1	0%	0
Forget savings	9%	1	0%	0
Barnet has plenty of money from all the land they have sold off	9%	1	0%	0
Increase Council Tax	9%	1	0%	0
Have libraries work with private sector (e.g. Starbucks)	9%	1	0%	0
Withdraw from housing - you're no good at it and pass to Housing Associations.	9%	1	0%	0
Cut wages of big bosses at the council	9%	1	0%	0
Total number of different types of alternative suggestions		9		0

4.2.4 General comments

Respondents 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 2017/18:

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

- 8 out of 40 respondents who indicated they would like to answer questions on Policy Resources Committee provided a comment in the updated public consultation after 15 December.
- None of the respondents who took part in the consultation prior to 15 December provided a comment.

Table 21 provides full details of the general comments that were made.

The 8 responses to the updated consultation are again varied, with some respondents providing more than one comment. The only common theme, cited by 3 respondents, is that there should be more savings in this committee. The full list of the type of comments can be seen in Table 22.

Table 21: General comments on the savings within the Policy and Resources Committee

Comments about the individual savings being proposed within the Policy and Resources Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who indicated they would like to answer questions on this committee	100%	40	100%	6
Made a comment	20%	8	0%	0
Did not make a comment	80%	32	100%	6
Type of comments made:				
There should be more savings / Further cuts could be made in this area	8%	3	0%	0
Savings should be a result of minimising profit for contractors, rather than by lowering standards for residents.	3%	1	0%	0
Saving the diving boards and deep water pool at Copthall.	3%	1	0%	0
Managing demand equates to arbitrary cuts	3%	1	0%	0
If savings are made then services will not be at required level	3%	1	0%	0
Keep within your income	3%	1	0%	0
£69 million on back office functions is	3%	1	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they would like to answer questions on this committee.

Comments about the individual savings being proposed within the Policy and Resources Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
disproportionate				
The money saved can be used to provide for adult social care.	3%	1	0%	0
No more cuts, please/ It's always about savings	3%	1	0%	0
Do away with Policy Officers	3%	1	0%	0
Concentrate on frontline services	3%	1	0%	0
Seems sensible	0%	1	0%	0
Why is tax such a hideous concept? Higher tax would help and support the less financially well off	3%	1	0%	0
Total number of different types of comments		15		0

4.3. Adults and Safeguarding Committee

Respondents were asked if they would like to answer questions on Adults and Safeguarding Committee:

- Of those who took part in the updated public consultation after 15 December, 23 respondents indicated that they would like to answer the questions on Adults and Safeguarding Committee.
- Of those who took part in the public consultation prior to 15 December, 4 respondents indicated that they would like to answer these questions.

4.3.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agree or disagree with the savings that have been proposed within Adults and Safeguarding Committee's budget for 2017/18.

Table 22 shows that 30% (7 out of 23 respondents) responding to the updated general public consultation agree with the savings proposals within the Adults and Safeguarding Committee. 39% (9 out of 23 respondents) disagree. The remainder neither agree nor disagree 26% (6 out of 23) or don't know/are not sure 4% (1 out of 23).

2 out of 4 of the general public consultation prior to 15 December agree with the savings proposals within the Adults and Safeguarding Committee and 2 out of 4 disagree.

Table 22: Overall response to the budget savings proposed in the Adults and Safeguarding Committee

Overall, to what extent do you agree or disagree with the savings that have been identified within the Adults and Safeguarding Committee for 2017/18?	General Public After 15 Dec 2016		General Public Prior to 15 Dec 2016	
	%	Base	%	Base
Strongly agree	13%	3	25%	1
Tend to agree	17%	4	25%	1
Neither agree nor disagree	26%	6	0%	0
Tend to disagree	22%	5	25%	1
Strongly disagree	17%	4	25%	1
Don't know / not sure	4%	1	0%	0
Total	100%	23	100%	4

4.3.2 Reasons for disagreement

Respondents were asked to give reasons why they disagree. Of those who indicated they disagree with the savings in this committee only:

- 7 out of 9 respondents who disagree and who took part in the updated public consultation after 15 December gave a reason.
- The 1 respondent who disagrees and took part in the consultation prior to 15 December gave a reason.

Table 23 provides full details of the type of reasons received.

The 7 respondents who responded to the updated consultation are varied, with some respondents providing more than one comment. The only most common themes are that respondents feel the savings are too much for a frontline service that cares for the most vulnerable and our ageing population (3 respondents); that the cuts will result in less support (2 respondents); that the budget should be increased and not cut (2 respondents); and that the council has enough money and is prosperous enough (2 respondents, also mentioned by 1 respondent responding to the consultation prior to 15 December).

Table 23: Reasons why respondents disagree with savings proposals in Adults and Safeguarding Committee

Reasons for disagreeing with the savings that have been identified within the Adults & Safeguarding Committee for 2017/18	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	9	100%	2
Gave a reason why they disagree	78%	7	50%	1
Did not give a reason why they disagree	22%	2	50%	1
Type of reasons given:				
Cuts or savings are ridiculous when we have an ageing population / Frontline services to the most vulnerable should not be cut / Care of vulnerable is essential	33%	3	50%	1
Cuts will result in less support given / Level of cuts in support and change within the last 12 months is excessive	22%	2	0%	0
You make enough money already, including when you forced those on the dole and other benefits to give you money for Council Tax / The borough is prosperous	22%	2	50%	1
Budget should rise / I would have this budget rise. Not be cut.	22%	2	0%	0
Proposals are too vague.	11%	1	0%	0
I do not see how you can achieve savings through growth in this sector.	11%	1	0%	0
Agree a joined-up system of social care and the NHS but it comes at a cost.	11%	1	0%	0
The number of vulnerable people will not fall unless they have adequate support in becoming independent.	11%	1	0%	0
Reducing the impact on service users I would see as worthy of review if the increased Council Tax is secured.	11%	1	0%	0
Total number of different types of reasons		14		2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

4.3.3 Alternative suggestions for savings

Respondents who disagree with the proposed savings were asked to suggest alternative savings:

- 7 out of 9 respondents who disagree and took part in the updated public consultation after 15 December provided alternative suggestions for savings.
- 1 out of 2 respondents who disagree and took part in the consultation prior to 15 December provided alternative suggestions for savings.

Table 24 gives full details of the type of alternative suggestions for making savings.

The 7 responses to the updated consultation are varied. The most common themes are: increase Council Tax (4 respondents, also mentioned by the 1 respondent from the pre-15 December consultation); find money from other areas (2 respondents); and that it is wrong to expect this area to generate income (2 respondents).

Table 24: Alternative suggestions re the savings within the Adults and Safeguarding Committee

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	9	100%	2
Made an alternative suggestion	78%	7	50%	1
Did not make an alternative suggestion	22%	2	50%	1
Type of alternative suggestions made:				
Increase Council Tax	44%	4	50%	1
Cuts in less sensitive areas / Find the money from other budgets.	22%	2	0%	0
It is wrong to expect this area to generate income.	22%	2	0%	0
We have a duty to look after our old and vulnerable residents.	11%	1	0%	0
Lobby national government.	11%	1	0%	0
Tax the rich in Totteridge Lane more.	11%	1	0%	0
Cut wages of council bosses.	11%	1	0%	0
Total number of different types of alternative suggestions		12		1

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

4.3.4 General comments

Respondents were asked if they had any comments to make on the specific savings that have been proposed within the Adults and Safeguarding Committee's budget for 2017/18.

- 6 out of 23 respondents who indicated they would like to answer questions on Adults and Safeguarding Committee provided a comment in the updated public consultation after 15 December.
- 1 out of 4 respondents who indicated they would like to answer questions on the Adults and Safeguarding Committee provided a comment in the consultation prior to 15 December.

Table 25 provides full details of the general comments that were made.

The 6 responses from the updated consultation are varied. The only common theme cited by 5 respondents is that the savings are not suitable for this type of frontline service that protects the vulnerable. This is also cited by the respondent who took part in the consultation prior to 15 December.

Table 25: General comments about the proposed savings within the Adults and Safeguarding Committee

Comments about the individual savings being proposed within the Adults and Safeguarding Committee for 2017/18	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who indicated they would like to answer questions on this committee	100%	23	100%	4
Made a comment	26%	6	25%	1
Did not make a comment	74%	17	75%	3
Type of comments made:				
Not a suitable area for cuts generally: There shouldn't be savings on this area of spending / Frontline services to the most vulnerable should not be cut.	22%	5	25%	1
E1, I2, R4 and R8 - Level of change is excessive.	4%	1	0%	0
E1, I2, R4 and R8 - Cuts will result in less support given.	4%	1	0%	0
What does managing demand mean?	4%	1	0%	0
I do not see how you can achieve savings through growth in this sector.	4%	1	25%	1

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they would like to answer questions on this committee.

Comments about the individual savings being proposed within the Adults and Safeguarding Committee for 2017/18	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
I agree that a joined-up system of social care and the NHS is desirable but this comes at a cost.	4%	1	0%	0
It is much cheaper and better for them to keep elderly residents in their homes and provide care this way.	4%	1	0%	0
Paying carers rock bottom rates of pay isn't good either; they need to be more valued as they do a great job most of the time.	4%	1	0%	0
It strikes me that like the NHS, demand will ALWAYS exceed supply in these areas if the supply is beyond the absolute bare minimum of survival.	4%	1	0%	0
They seem sensible and should be enforced.	4%	1	0%	0
Taxes should rise instead of cuts here.	0%	0	25%	1
Total number of different types of comments		14		3

4.4 Children, Education, Libraries and Safeguarding Committee

Respondents were asked if they would like to answer questions on Children, Education, Libraries and Safeguarding Committee:

- Of those who took part in the updated public consultation after 15 December, 40 respondents indicated that they would like to answer the questions on the Children, Education, Libraries and Safeguarding Committee.
- Of those who took part in the public consultation prior to 15 December, 7 respondents indicated that they would like to answer these questions.

4.4.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agree or disagree with the savings that have been proposed within the Children, Education, Libraries and Safeguarding Committee's budget for 2017/18.

Table 26 shows that 23% (9 out of 40 respondents) responding to the updated general public consultation after 15 December agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee. 50% (20 out of 40 respondents) disagree and the remainder neither agrees nor disagrees, 13% (5 out of 40) or don't know/are not sure 15% (6 out of 40).

1 out of 7 responding to the general public consultation prior to 15 December agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee, 5 out of 7 disagree and 1 respondent neither agrees nor disagrees.

Table 26: Overall response to the budget savings proposed in the Children, Education, Libraries and Safeguarding Committee

Overall, to what extent do you agree or disagree with the savings that have been identified within the Children, Education, Libraries and Safeguarding Committee for 2017/18?	General Public After 15 Dec 2016		General Public Prior to 15 Dec 2016	
	%	Base	%	Base
Strongly agree	5%	2	14%	1
Tend to agree	18%	7	0%	0
Neither agree nor disagree	13%	5	14%	1
Tend to disagree	10%	4	14%	1
Strongly disagree	40%	16	57%	4
Don't know / not sure	15%	6	0%	0
Total	100%	40	100%	7

4.4.2 Reasons for disagreement

Respondents were asked to give reasons why they disagree. Of those who indicated they disagree with the savings in this committee only:

- 14 out of 20 respondents who disagree and who took part in the updated public consultation after 15 December gave a reason.
- 3 out 5 respondents who disagree and took part in the consultation prior to 15 December gave a reason.

Table 27 provides full details of the type of reasons received.

The 7 responses to the updated consultation are again varied. The most common theme for disagreement is concerns about the library savings, cited by 5 respondents and also mentioned by 1 respondent from the consultation prior to 15 December. This is followed by respondents saying this committee should not be making savings and is going against what is needed (3 respondents); the council should be investing in schools or schools cannot afford further cuts (2 respondents); and there should not be cuts to children's services (2 respondents).

Table 27: Reasons why respondents disagree with the savings proposals for Children, Education, Libraries and Safeguarding Committee

Reasons for disagreeing with the savings proposals for Children, Education, Libraries and Safeguarding Committee	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	20	100%	5
Gave a reason why they disagree	70%	14	60%	3
Did not give a reason why they disagree	30%	6	40%	2
Type of reasons given:				
Libraries: opposed to library proposals / destruction / cuts are short-sighted / libraries are a valuable resource for poorest and most vulnerable / libraries are important.	25%	5	20%	1
You should not be making savings / You have plenty of money / You are spending millions to make a smaller saving / Why do we have to make savings as this is going against what is needed?	15%	3	0%	0
Council should be investing in schools / Schools cannot afford further cuts.	10%	2	0%	0
Unrealistic as children's services are demand driven/ No cuts to children's services.	10%	2	20%	1
Stop cutting everything / Stretched to the limit.	5%	1	20%	1
Frontline services being cut at the expense of protecting back office.	5%	1	0%	0
We can't afford the bureaucracy you've created.	5%	1	0%	0
Stop wasting money on new PR posts / gifts to the RAF museum.	5%	1	0%	0
Reduce the size of the large school planned for Underhill.	5%	1	0%	0
Youth services are an essential protection and safeguard.	0%	0	20%	1
Early Years services are an essential protection and safeguard.	0%	0	20%	1
Total number of different types of reasons		17		5

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

4.4.3 Alternative suggestions for savings

Respondents who disagree with the proposed savings were asked to suggest alternative savings.

- 12 out of 20 respondents who disagree and took part in the updated public consultation after 15 December provided alternative suggestions for savings.
- 2 out of 5 respondents who disagree and took part in the consultation prior to 15 December provided alternative suggestions for savings.

Table 28 gives full details of the type of alternative suggestions for making savings.

The most common themes to the updated consultation are: increase Council Tax (4 respondents), and control expenditure on consultants, agencies and outsourcing (3 respondents). These were also both mentioned in the responses to the consultation prior to 15 December.

Table 28: Alternative suggestions re the savings within the Children, Education, Libraries and Skills Committee

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	20	100%	5
Made an alternative suggestion	60%	12	40%	2
Did not make an alternative suggestion	40%	8	60%	3
Type of alternative suggestions made:				
Increase Council Tax: Put up Council Tax to give us the services which we expect the council to provide.	20%	4	20%	1
Control expenditure on consultants, agencies and outsourcing / Don't waste money on outsourcing / Renegotiate the Capita/Re contracts to eliminate the automatic RPI annual increases / Do not make extra payments over the core fees.	15%	3	20%	1
Forget savings.	5%	1	0%	0
Cut the number of councillors.	5%	1	0%	0
New residents shouldn't be an excuse for not having enough cash - presumably they pay Council Tax too!	5%	1	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
You should have put the Council Tax up last year and you would have had enough money without these ridiculous proposals / plans.	5%	1	20%	1
Generate income: heavily fine the businesses and individuals who regularly flout the planning laws e.g. Barnet High Street has a number of examples where regulations have been flouted and yet are still operating with impunity.	5%	1	0%	0
Think outside the box, deals with private companies such as Costa for walk-in centres, libraries etc.	5%	1	0%	0
Not an area suitable for making any income.	5%	1	0%	0
Cut the £800k a year you spend on PR and communications.	5%	1		
Manage wages / Remove the COO role which with pensions contributions would save £200k per annum.	5%	1	20%	1
Total number of different types of alternative suggestions		16		4

4.4.4 General comments

Respondents were asked if they had any comments to make on the specific savings that have been proposed within the Children, Education, Libraries and Safeguarding budget for 2017/18:

- 18 out of 40 respondents who indicated they would like to answer questions on Children, Education, Libraries and Safeguarding Committee provided a comment in the updated public consultation after 15 December.
- 3 out of 7 respondents who indicated they would like to answer questions on Children, Education, Libraries and Safeguarding Committee provided a comment in the consultation prior to 15 December.

Table 29 provides full details of the general comments that were made.

The most common theme to the updated consultation for these general comments is again to do with concerns about the library savings, cited by 14 respondents and also mentioned by 1 respondent from the consultation prior to 15 December. This is followed by agreement with the fostering proposals (2 respondents); and disagreement with the further reductions in Early Years.

Table 29: General Comments about the proposed savings within the Children, Education, Libraries and Safeguarding Committee?

Comments about the individual savings being proposed within the Children, Education, Libraries and Safeguarding Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who indicated they would like to answer questions on this committee	100%	40	100%	7
Made a comment	45%	18	43%	3
Did not make a comment	55%	22	57%	4
Type of comments made:				
Libraries: Do not see how closures will break even / All costing a fortune better spent on maintaining this vital service / Savings are a drop in the ocean / False economy / Will affect and have cost effects widely: elderly (somewhere warm) / School children (somewhere quiet) / Unemployed (Access to IT) / The proposals for Chipping Barnet library are scandalous and illegal/ Have concerns over the libraries strategy / Oppose / Not having many staff is a disaster / Dangerous / How is Equality Act satisfied with toilets being closed / Why are these part of 'Safeguarding'?	33%	14	14%	1
Foster Care: I agree that children are better off in foster homes than care homes / Agree these proposals.	5%	2	0%	0
Early Years: I don't believe that Early Years should be subjected to further reductions after the S1 savings /Support efforts to improve.	5%	2	0%	0
Schools: New school in Underhill should be for local primary children, not a large secondary bringing in children from other boroughs.	3%	1	0%	0
This is an area where budgets shouldn't be cut. The demand here is for the future of society.	3%	1	0%	0
I just don't get why we have to make savings as this is going against what is needed. Spend not savings.	3%	1	0%	0
If we can't afford it be honest don't just put up taxes.	3%	1	0%	0
Retain frontline services.	3%	1	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they would like to answer questions on this committee.

Comments about the individual savings being proposed within the Children, Education, Libraries and Safeguarding Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
I do feel that CAMHS is underfunded and should be supported more fully. There are more young adults/teenagers/children suffering from mental health issues and it is more sensible for these to be treated at an early stage rather than waiting till a crisis happens. It is also much better for children to be seen regularly by CAMHS counsellors than end up at Edgware in mental health unit, which in my experience makes them even worse, not better.	3%	1	0%	0
Youth service: Support proposals to improve.	3%	1	0%	0
Help more able children as well, help them achieve their potential.	3%	1	0%	0
Total number of different types of comments		26		1

4.5 Environment Committee

Respondents were asked if they would like to answer questions on Environment Committee:

- Of those who took part in the updated public consultation after 15 December, 36 respondents indicated that they would like to answer the questions on Environment Committee.
- Of those who took part in the public consultation prior to 15 December, 5 respondents indicated that they would like to answer these questions.

4.5.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agree or disagree with the savings that have been proposed within the Environment Committee's budget for 2017/18.

Table 30 shows that 50% (18 out of 36 respondents) responding to the updated general public consultation after 15 December agree with the savings proposals within the Environment Committee. 33% (12 out of 36 respondents) disagree and the remainder neither agree nor disagree, 17% (6 out of 36).

4 out of 5, responding to the general public consultation prior to 15 December, agree with the savings proposals within the Environment Committee and 1 out of 5 disagree.

Table 30: Overall response to the budget savings proposed in the Environment Committee

Overall, to what extent do you agree or disagree with the savings that have been identified within the Environment Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base	%	Base
Strongly agree	14%	5	20%	1
Tend to agree	36%	13	60%	3
Neither agree nor disagree	17%	6	0%	0
Tend to disagree	11%	4	0%	0
Strongly disagree	22%	8	20%	1
Don't know / not sure	0%	0	0%	0
Total	100%	36	100%	5

4.5.2 Reasons for disagreement

Respondents were asked to give reasons why they disagree. Of those who indicated they disagree with the savings in this committee only:

- 7 out of 12 respondents who disagree and who took part in the updated public consultation after 15 December gave a reason.
- None of the respondents who disagree and took part in the consultation prior to 15 December gave a reason.

Table 31 provides full details of the type of reasons received.

The 7 respondents who responded to the updated consultation are very varied and the only common theme is that respondents are against the suggestions of the community input: For example: "Not happy with the suggestion that street cleaning could be used as "community payback".

Table 31: Reasons why respondents disagree with the savings proposal in Environment Committee

Reasons for disagreeing with the savings proposals for the Environment Committee	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	12	100%	1
Gave a reason why they disagree	58%	7	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

Reasons for disagreeing with the savings proposals for the Environment Committee	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Did not give a reason why they disagree	42%	5	100%	1
Type of reasons given:				
Against suggestions of community input: For example: "Not happy with the suggestion that street cleaning could be used as "community payback" - smacks of the pillory." / We pay taxes for you to maintain the parks and protect them / To rely on people cleaning their own neighbourhoods is never going to work.	33%	4	0%	0
There is an increase in demand which is being met with a decrease in supply. The basic laws of economics are being defied.	8%	1	0%	0
You are not doing a proper job, recycling is too confusing, many do not bother using brown bins, others just throw it in any old bin.	8%	1	0%	0
You make loads of money from people including the poor/ unemployed via Council Tax.	8%	1	0%	0
Total number of different types of reasons		7		0

4.5.3 Alternative suggestions for savings

Respondents who disagree with the proposed savings were asked to suggest alternative savings.

- 8 out of 12 respondents who disagree and took part in the updated public consultation after 15 December provided alternative suggestions for savings.
- None of the respondents who disagree and took part in the consultation prior to 15 December provided alternative suggestion for savings.

The 8 responses to the updated consultation are very varied in terms of the alternative suggestions for making savings in Environment Committee and there is no common theme. Table 32 gives full details of these alternative suggestions for making savings.

Table 32: Alternative suggestions re the savings within the Environment Committee

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	12	100%	1
Made an alternative suggestion	67%	8	0%	0
Did not make an alternative suggestion	33%	4	100%	1
Type of alternative suggestions made:				
Involve ordinary residents in taking care of their environment - planting schemes etc. There are people out here who would be glad of the chance to contribute but need support to get started.	8%	1	0%	0
Impose greater charges on converting properties from business to residential.	8%	1	0%	0
Call a halt to Capita using this borough as a cash cow.	8%	1	0%	0
Increase Council Tax.	8%	1	0%	0
Sort it out but keep it simple.	8%	1	0%	0
I suggest that you concentrate on repairing the potholes in the roads which are costing us all money.	8%	1	0%	0
Reduce salaries of council bosses.	8%	1	0%	0
Increase Council Tax to the wealthy.	8%	1	0%	0
Use the money gained from selling off land.	8%	1	0%	0
Make back office savings.	8%	1	0%	0
Scrap the council magazine.	8%	1	0%	0
Corporate sponsorship of parks.	8%	1	0%	0
Charge £25k planning fee per new home.	8%	1	0%	0
Total number of different types of alternative suggestions		13		0

4.5.4 General comments

Respondents were asked if they had any comments to make on the specific savings that have been proposed within the Environment Committee

- 14 out of 36 respondents who indicated they would like to answer questions on the Environment Committee provided a comment in the public consultation after 15 December.

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

- 2 out of 5 respondents who indicated they would like to answer questions on Environment Committee provided a comment who took part in the consultation prior to 15 December.

Table 33 provides full details of the general comments.

The 14 responses to the updated consultation are again very varied, with some respondents providing more than one comment. Themes only had commonality of 2 respondents saying the similar things and these are around: planting of bedding plants being maintained; standard of street cleaning falling; the council should be penalising /fining people who do not recycle or offering incentives to get people to recycle more; more recycling bins available across the borough; charge extra if people want their household or their recycling bins emptied more often than fortnightly; move to fortnightly bin collection; and lastly reference to parks either opposing cuts to parks or asking the council to invest in the parks (this last theme is also mentioned by one respondent in the consultation prior to 15 December).

Table 33: General comments about the proposed savings within the Environment Committee

Comments about the individual savings being proposed within the Environment Committee for 2017/18	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who indicated they would like to answer questions on this committee	100%	36	100%	5
Made a comment	39%	14	40%	2
Did not make a comment	61%	22	60%	3
Type of comments made:				
Planting of bedding plants should be maintained until / adoption scheme being implemented / E1 Annual bedding important and reduces anti-social behaviour.	6%	2	0%	0
Standard of street cleaning is falling / Street cleaning is minimal.	6%	2	0%	0
Penalise /fine people who do not recycle.	6%	2	0%	0
Offer incentives for recycling / Encourage recycling more.	6%	2	0%	0
More recycling bins available across the borough.	6%	2	0%	0
Charge extra if people want their household or their recycling bins emptied more often than fortnightly / Move to fortnightly bin collection.	6%	2	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they would like to answer questions on this committee.

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Comments about the individual savings being proposed within the Environment Committee for 2017/18	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Oppose cuts to parks / Invest in the parks.	6%	2	20%	1
Concerns about the wild areas being too extensive.	3%	1	0%	0
Stop cutting down trees.	3%	1	0%	0
Ridiculous to try to save when there is new housing / More demand.	3%	1	0%	0
We pay taxes for you to maintain the parks and protect them, not sell them off to developers or try to commercialise them, or force residents to run them.	3%	1	0%	0
I am against community payback being used to clean streets. If there is a job to be done, it should be paid, not a punishment.	3%	1	0%	0
Reducing refuse collections/bin size.	3%	1	0%	0
Agree with 'Reduce Demand for Services through targeted enforcement and Education'.	3%	1	0%	0
Street cleaning is efficient.	3%	1	0%	0
Cannot rely on people cleaning their own neighbourhoods.	3%	1	0%	0
It would be lovely if you can stop fly tipping and dumping (Trotters Bottom is a prime example) but I don't see how this can be achieved without manpower going and checking, and then following up. It is rampant in parts of Barnet.	3%	1	0%	0
Lack of confidence that waste is recycled properly once collected.	3%	1	0%	0
Do not have green waste collection in the Winter.	3%	1	0%	0
Too much talk of cuts.	3%	1	0%	0
Street Scene is vital.	3%	1	0%	0
R2: Weekly bin collection should continue.	3%	1	0%	0
Encourage community ownership of recycling.	0%	0	20%	1
Trade off services for input from community: "We'll sweep your streets if you sweep your pavements".	0%	0	20%	1
Encourage community ownership of street scene - get streets competing for targets.	0%	0	20%	1
Total number of different types of comments		29		4

4.6 Assets, Regeneration and Growth Committee

Respondents were asked if they would like to answer questions on Assets, Regeneration and Growth Committee:

- Of those who took part in the updated public consultation after 15 December, 21 respondents indicated that they would like to answer the questions on Assets, Regeneration and Growth Committee.
- Of those who took part in the public consultation prior to 15 December, 3 respondents indicated that they would like to answer these questions.

4.6.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agree or disagree with the savings that have been proposed within the Assets, Regeneration and Growth Committee's budget for 2017/18.

Table 34 shows that 48% (10 out of 21 respondents) responding to the updated general public consultation after 15 December agree with the savings proposals within the Assets, Regeneration and Growth Committee. 38% (8 out of 21 respondents) disagree and the remainder neither agree nor disagree, 14% (3 out of 21).

2 out of 3, responding to the general public consultation prior to the 15 December, agree with the savings proposals within the Assets, Regeneration and Growth Committee and 1 out of 3 disagree.

Table 34: Overall response to the budget savings proposed in the Assets, Regeneration and Growth Committee

Overall, to what extent do you agree or disagree with the savings that have been identified within Assets, Regeneration and Growth Committee for 2017/18?	General Public After 15 Dec 2016		General Public Prior to 15 Dec 2016	
	%	Base	%	Base
Strongly agree	24%	5	33%	1
Tend to agree	24%	5	33%	1
Neither agree nor disagree	14%	3	0%	0
Tend to disagree	19%	4	0%	0
Strongly disagree	19%	4	33%	1
Don't know / not sure	0%	0	0%	0
Total	100%	21	100%	3

4.6.2 Reasons for disagreement

Respondents were asked to give reasons why they disagree. Of those who indicated they disagree with the savings in this committee only:

- 7 out of 8 respondents who disagree and who took part in the updated public consultation after 15 December gave a reason.
- The 1 respondent who disagrees and took part in the consultation prior to 15 December did not give a reason.

Table 35 provides full details of the type of reasons received.

The 7 responses in the updated consultation are very varied. Themes that only had commonality of 2 respondents are about supporting small businesses better, including not increasing business rates; and the need for more council housing or more affordable homes.

Table 35: Reasons why respondents disagree with savings proposal in Assets, Regeneration and Growth Committee

Reasons for disagreeing with the savings proposals for the Assets, Regeneration and Growth Committee	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	8	100%	1
Gave a reason why they disagree	88%	7	0%	0
Did not give a reason why they disagree	13%	1	100%	1
Type of reasons given:				
Support small businesses better / Increasing business rates will kill some small businesses.	25%	2	0%	0
More council housing would be a good thing but I don't see that happening / There are no 'affordable homes' in the borough (not for the poor or even middle income).	25%	2	0%	0
Not enough consultation with users and residents.	13%	1	0%	0
Too much decision making made by officers without much thought to the many and varied users of different spaces.	13%	1	0%	0
Put any credit into Adult Social Care.	13%	1	0%	0
Increase tax on developers.	13%	1	0%	0
Seize land or property that has not been developed/utilised in 36 months	13%	1	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they disagree with the savings.

Reasons for disagreeing with the savings proposals for the Assets, Regeneration and Growth Committee	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Drop the punitive parking system which is killing our high streets.	13%	1	0%	0
Concern that services and infrastructure will not support new build / population.	13%	1	0%	0
Drop the punitive parking system which is killing our high streets.	13%	1	0%	0
Barnet High Street is not thriving and there is no attraction to visit it.	13%	1	0%	0
Let the rich people pay.	13%	1	0%	0
Total number of different types of reasons		14		0

4.6.3 Alternative suggestions for savings

Respondents who disagree with the proposed savings were asked to suggest alternative savings.

- 6 out of 8 respondents who disagree and took part in the updated public consultation after 15 December provided alternative suggestions for savings.
- The 1 respondent who disagrees and took part in the consultation prior to 15 December did not provide an alternative suggestion.

Table 36 gives full details of the type of alternative suggestions for making savings.

The 6 responses to the updated consultation are very varied in terms of the alternative suggestions for making savings in Assets, Regeneration and Growth Committee and there is no common theme.

Table 36: Alternative suggestions re the savings within the Assets, Regeneration and Growth Committee

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	8	100%	1
Made an alternative suggestion	75%	6	0%	0
Did not make an alternative suggestion	25%	2	100%	1
Type of alternative suggestions made:				

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Just don't pave so much of our parks wasting money.	13%	1	0%	0
Put any credit into Adult Social Care.	13%	1	0%	0
Increase tax on developers.	13%	1	0%	0
Seize land or property that has not been developed/utilised in 36 months.	13%	1	0%	0
Review the Capita contracts and get a better deal.	13%	1	0%	0
Collect household rubbish every 2 weeks.	13%	1	0%	0
Collect the green bin every month in the winter.	13%	1	0%	0
Free parking where possible outside peak hours encourage trade.	13%	1	0%	0
Have parking wardens who manage the parking and do not just issue tickets for revenue.	13%	1	0%	0
Build affordable housing; not unaffordable.	13%	1	0%	0
Total number of different types of alternative suggestions		10		0

4.6.4 General comments

Respondents were asked if they had any comments to make on the specific savings that have been proposed within the Assets, Regeneration and Growth Committee budget for 2017/18.

- 5 out of 21 respondents who indicated they would like to answer questions on Assets, Regeneration and Growth Committee provided a comment who took part in the updated public consultation after 15 December.
- 2 out of 3 respondents who indicated they would like to answer questions on Assets, Regeneration and Growth Committee provided a comment who took part in the consultation prior to 15 December.

Table 37 provides full details of the general comments that were made.

The 5 responses to the updated consultation are again very varied. The themes for the general comments are very similar to the reasons why respondents disagree with the savings in this committee. 2 respondents mentioned the need to support small businesses, including not increasing business rates; and respondents cited the need for more council housing or more affordable homes.

Table 37: General comments about the proposed savings within the Assets, Regeneration and Growth Committee

Comments about the individual savings being proposed within the Assets, Regeneration and Growth Committee for 2017/18	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who indicated they would like to answer questions on this committee	100%	21	100%	3
Made a comment	24%	5	50%	2
Did not make a comment	76%	16	50%	1
Type of comments made:				
Support small businesses better.	10%	2	0%	0
Increase tax on developers to raise more funds. Significantly increase tax on developers for sitting on land that is not developed after, say, 12 months / Regeneration in Barnet merely means letting private developers use the borough for profiteering.	10%	2	0%	0
Have a more forward-thinking plan rather than treating each area individually. You were aware that you needed to provide extra school places - so when a large parcel of land became available some should have been set aside for a school instead of pleading that you need to encroach on the green belt.	5%	1	0%	0
Put any credit into Adult Social Care.	5%	1	0%	0
Seize land or property that has not been developed/utilised in 36 months.	5%	1	0%	0
Drop the punitive parking system which is killing our high streets.	5%	1	0%	0
Do not understand how can make savings where is an increase in demand / population growth / Need to ensure that all services which support growth are delivered.	5%	1	25%	1
Is this a privatisation budget?	5%	1	0%	0
Council has loads of money from selling off land.	5%	1	0%	0
There are no 'affordable homes' in the borough.	5%	1	0%	0
Moving people miles away from their current homes is the mark of an uncivilised administration that thinks only of short term cost cutting.	0%	0	25%	1
Total number of different types of comments		12		2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they would like to answer questions on this committee.

4.7 Community Leadership Committee

Respondents were asked if they would like to answer questions on Community Leadership Committee.

- Of those who took part in the updated public consultation after 15 December, 19 respondents indicated that they would like to answer the questions on the Community Leadership Committee;
- Of those who took part in the public consultation prior to 15 December, 2 respondents indicated that they would like to answer these questions.

4.7.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agree or disagree with the savings that have been proposed within the Community Leadership Committee budget for 2017/18.

Table 38 shows that 37% (7 out of 19 respondents), responding to the updated general public consultation after 15 December, agree with the savings proposals within the Community Leadership Committee. 27% (5 out of 19 respondents) disagree and 37% (7 out of 19 respondents) neither agree nor disagree.

1 out of 2 responding to the general public consultation prior to 15 December agree with the savings proposals within the Community Leadership Committee, and 1 out of 2 neither agree nor disagree.

Table 38: Overall response to the budget savings proposed in the Community Leadership Committee

Overall, to what extent do you agree or disagree with the savings that have been identified within the Community Leadership Committee for 2017/18?	General Public After 15 Dec 2016		General Public Prior to 15 Dec 2016	
	%	Base	%	Base
Strongly agree	21%	4	0%	0
Tend to agree	16%	3	50%	1
Neither agree nor disagree	37%	7	50%	1
Tend to disagree	16%	3	0%	0
Strongly disagree	11%	2	0%	0
Don't know / not sure	0%	0	0%	0
Total	100%	19	100%	2

4.7.2 Reasons for disagreement

Respondents were asked to give reasons why they disagree. Of those who indicated they disagree with the savings in this committee only:

- 1 out of 5 respondents who disagree and who took part in the updated public consultation after 15 December gave a reason.
- None of the respondents who took part in the consultation prior to 15 December disagreed with the savings.

As table 39 shows the 1 response to the updated consultation was about the savings being very modest and that more could be done.

Table 39: Reasons why respondents disagree with savings proposal in the Community Leadership Committee

Reasons for disagreeing with the savings proposals for the Community Leadership Committee	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	5	0%	0
Gave a reason why they disagree	20%	1	0%	0
Did not give a reason why they disagree	80%	4	0%	0
Type of reasons given:				
The savings here are very modest - surely more should be done.	20%	1	0%	0
Total number of different types of reasons		1		0

4.7.3 Alternative suggestions for savings

Residents who disagree with the proposed savings were asked to suggest alternative savings:

- 1 out of 5 respondents who disagree and took part in the updated public consultation after 15 December provided alternative suggestions for savings.

Table 40 shows that the 1 response to the updated consultation was about things that are discretionary still being provided when they could be cut.

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

Table 40: Alternative suggestions re the savings within Community Leadership Committee

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who disagree with the savings	100%	5	0%	0
Made an alternative suggestion	20%	1	0%	0
Did not make an alternative suggestion	80%	4	0%	0
Type of alternative suggestions made:				
Things which are discretionary still being provided when they could be cut	20%	1	0%	0
Total number of different types of alternative suggestions		1		0

4.7.4 General comments

Respondents were asked if they had any comments to make on the specific savings that have been proposed within the Community Leadership Committee for 2017/18:

- 6 out of 19 respondents who indicated they would like to answer questions on Community Leadership Committee provided a comment in the updated public consultation after 15 December.
- Neither of the 2 respondents who indicated they would like to answer questions on Children, Education, Libraries and Safeguarding Committee in the consultation prior to 15 December provided a comment.

Table 41 provides full details of the general comments that were made.

The most common theme to the updated consultation for these general comments was to do with getting rid of CCTV and the council wasting money on CCTV, cited by 2 respondents.

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the savings.

Table 41: General comments about the proposed savings within the Community Leadership Committee

Comments about the individual savings being proposed within the Community Leadership Committee for 2017/18	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who indicated they would like to answer questions on this committee	100%	19	100%	2
Made a comment	32%	6	0%	0
Did not make a comment	68%	13	100%	2
Type of comments made:				
CCTV - who has the time to watch endless CCTV? Send you to sleep anyway, get rid of it / So the CCTV was Barnet wasting money again.	11%	2	0%	0
Keep CCTV as it's a deterrent.	5%	1	0%	0
The council should do more to promote community cohesion and integration.	5%	1	0%	0
More bureaucracy.	5%	1	0%	0
The savings here are very modest - surely more should be done - things which are discretionary still being provided?	5%	1	0%	0
Total number of different types of comments		6		0

4.8 Housing Committee

Respondents were asked if they would like to answer questions on Housing Committee:

- Of those who took part in the updated public consultation after 15 December, 23 respondents indicated that they would like to answer the questions on the Housing Committee.
- Of those who took part in the public consultation prior to 15 December, 2 respondents indicated that they would like to answer these questions.
-

4.8.1 Overall response to the budget decision not to make any savings in this committee

Respondents were asked to what extent they agree or disagree with the **decision not to make any savings** in the Housing Committee for 2017/18.

Table 42 shows that 35% (8 out of 23 respondents) responding to the updated general public consultation after 15 December agree with the decision not to make

any savings in the Housing Committee. 48% (11 out of 23 respondents) disagree and 17% (4 out of 23 respondents) neither agree nor disagree.

1 out of 2 responding to the general public consultation prior to 15 December, agree with the decision not to make any savings within the Housing Committee, and 1 out of 2 disagree.

Table 42: Overall response to the budget savings proposed for the Housing Committee

Overall, to what extent do you agree or disagree with the decision not to make any savings in the Housing Committee for 2017/18?	General Public		General Public	
	After 15 Dec 2016		Prior to 15 Dec 2016	
	%	Base	%	Base
Strongly agree	13%	3	50%	1
Tend to agree	22%	5	0%	0
Neither agree nor disagree	17%	4	0%	0
Tend to disagree	22%	5	0%	0
Strongly disagree	26%	6	50%	1
Don't know / not sure	0%	0	0%	0
Total	100%	23	100%	2

4.8.2 Reasons for disagreement

Respondents were asked to give reasons why they disagree. Of those who indicated they disagree with the decision not to make any savings:

- 10 out of 11 respondents who took part in the updated public consultation after 15 December gave a reason for their disagreement.
- The 1 respondent who took part in the consultation prior to 15 December gave a reason.

Table 43 provides full details of the type of reasons received.

The most common themes to the updated public consultation on reasons why respondents disagree with the decision not to make savings in Housing Committee area¹ are: the need for more social housing and ensure more social housing is included in any new developments (2 respondents, also mentioned by 1 respondent prior to the 15 December consultation); comments around whether it is a good idea house the homeless outside the borough with particular reference to what impact this could have on their quality of their lives (2 respondents); and two comments about housing repairs, with particular reference to non-urgent housing repairs quickly

¹ It is not clear if respondents read this question correctly, instead of asking 'please give reasons why you disagree with the savings in the committee', Housing asked 'please give reasons why you disagree with the decision not to make savings in this committee'.

becoming urgent which will cost more in the long term, and sometimes repairs are poorly delivered.

Table 43: Reasons why respondents disagree with the decision not to make savings in the Housing Committee

Reasons for disagreeing with the decision not to make savings in the Housing Committee	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
Respondents who disagree with the decision not to make savings	100%	11¹	100%	1
Gave a reason why they disagree	91%	10	100%	1
Did not give a reason why they disagree	9%	1	0%	0
Type of reasons given:				
Need for more social housing / Ensure more social housing is included in any new development.	18%	2	100%	1
Is it a good idea to use accommodation out of the borough to house the homeless? Quality of life away from family, friends, work or school will have a devastating effect on people.	18%	2	0%	0
Housing repairs: Non-urgent will quickly turn into urgent and cost the council more in the long term / Repairs are sometimes poorly delivered.	18%	2	0%	0
The right to buy scheme should be ended or at least frozen until everyone who has been housed is accommodated. Once housing stock is lost, that property is never again available.	9%	1	0%	0
Should be more money.	9%	1	0%	0
There is insufficient justification for not being made subject to savings. Savings could be used to fund adult social care.	9%	1	0%	0
Concern for those who can't contribute, e.g. disabled tenants.	9%	1	0%	0
Every penny should be spent carefully.	9%	1	0%	0
Demand will always exceed supply	9%	1	0%	0
Housing provision is not working, OAPs living alone in two/three bedroom houses.	9%	1	0%	0
Council should not be selling off social housing stock but be increasing it. It should also stop selling off social housing stock at absurd discounts to tenants.	9%	1	0%	0
Total number of different type of reasons		14		1

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they disagree with the decision not to make savings.

4.8.3 Alternative suggestions for savings

Respondents who disagree with the decision not to make savings were asked to suggest alternative savings.

- 7 out of 11 respondents who disagree and took part in the updated public consultation after 15 December provided alternative suggestions for savings.
- The 1 respondent who disagrees and took part in the consultation prior to 15 December did not provide an alternative suggestion for savings.

Table 44 gives full details of the type of alternative suggestions for making savings.

The 7 responses to the updated consultation are very varied and the only theme mentioned by 2 respondents was again about raising rents to ensure they are linked with people's salaries.

Table 44: Alternative suggestions re the savings within the Housing Committee

Alternative suggestions for where the council could make these savings or generate income	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Respondents who disagree with the decision not to make savings	100%	11	100%	1
Made an alternative suggestion	64%	7	0%	0
Did not make an alternative suggestion	36%	4	100%	1
Type of alternative suggestions made:				
Raise rents linked to people's salaries / Do not subsidise tenants who have a decent income.	18%	2	0%	0
Need for more social housing.	9%	1	0%	0
Take services back in-house / Dump Capita.	9%	1	0%	0
Hand all housing over to Housing Associations.	9%	1	0%	0
Remove 'problem' tenants to cheapest housing available.	9%	1	0%	0
Charge annually for green waste collection bins - £50.	9%	1	0%	0
Council should not sell their housing stock.	9%	1	0%	0
Increase Council Tax.	9%	1	0%	0
Huge houses / mansions should pay more tax.	9%	1	0%	0
Total number of different types of alternative suggestions		10		0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who disagree with the decision not to make savings.

4.8.4 General comments

Respondents were asked if they had any comments to make about the proposed budget for 2017/18 within the Housing Committee:

- 9 out of 23 respondents who indicated they would like to answer questions on the Housing Committee provided a comment in the updated public consultation after 15 December.
- Neither of the 2 respondents who indicated they would like to answer questions on the Housing Committee provided a comment in the consultation prior to 15 December.

Table 45 provides full details of the general comments that were made.

The 9 responses to the updated consultation are varied, with some respondents providing more than one comment. The most common theme for these general comments are about the need for more affordable housing to rent or buy, cited by 6 respondents. This is followed by disagreement with moving people to housing outside Barnet (2 respondents); and poor housing repairs (2 respondents).

Table 45: General Comments about the proposed budget within the Housing Committee

Comments about the individual savings being proposed within the Housing Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
	%	Base ¹	%	Base ¹
Number of respondents who indicated they would like to answer questions on this committee.	100%	23	100%	2
Made a comment	39%	9	0%	0
Did not make a comment	61%	14	100%	2
Type of comments made:				
More affordable housing needs to be built / No affordable housing to rent or buy in Barnet.	26%	6	0%	0
Disagree with moving people to housing outside Barnet.	9%	2	0%	0
Poor housing repairs service: you are often terrible with your repairs; I was treated like rubbish just before Christmas and without intervention by the local councillor would not have had my urgent repair done / Putting off repairs is false economy as it causes additional expenditure in future.	9%	2	0%	0

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they would like to answer questions on this committee.

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Comments about the individual savings being proposed within the Housing Committee for 2017/18?	General Public After 15 Dec 2016		General Public Pre 15 Dec 2016	
The right to buy scheme should be ended or at least frozen until everyone who has been housed is accommodated. Once housing stock is lost, that property is never again available.	4%	1	0%	0
Demand will always exceed supply.	4%	1	0%	0
Subsidised tenants on decent income should be moved to private sector.	4%	1	0%	0
Tenants who misbehave and damage properties through misuse should be sanctioned and removed if repeats occur, to much more modest properties.	4%	1	0%	0
Tenants should be moved to cheapest possible areas.	4%	1	0%	0
Concern for those who can't contribute, e.g. disabled tenants.	4%	1	0%	0
Every penny should be spent carefully.	4%	1	0%	0
Claimants who complain should be reminded they're using other people's money.	4%	1	0%	0
Total number of different types of comments		18		0

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Business Planning 2017/18-2019/2020

Barnet Council Cumulative Equalities Impact Analysis (CEIA) to inform 2017/18 Business Planning

Meeting our responsibility to be fair in business planning

1. This is the Fourth Cumulative Equalities Impact Analysis (CEIA) that the Council has undertaken and published annually since 2013 as required by 2010 Equalities Act and Section 149 Public Sector Equalities Duties requirements:

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

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

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

- (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

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

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

The relevant protected characteristics are:

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

2. The Cumulative EIA reports the impact of budget savings proposals on the nine characteristics protected under the Equality Act 2010 and other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition, which might mean that our proposals will impact more heavily on them.
3. Decision makers should have due regard to the Public Sector Equality Duty¹ when making their decisions. Equalities duties are on-going duties which should be taken into account before a decision is made. If negative equality impacts resulting from decisions are incurred, then decision makers should consider changing their decisions, after balancing all of the factors, including but not limited to equality considerations. 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. The cumulative equalities impact assessment is updated and detailed below, taking into account the consultation responses. Where proposals are at early stages then the equality impact assessment will be completed prior to decisions being made.
4. Through business planning and the Corporate Plan 2016-2020 the Council aims to ensure that priorities for spending reflect the diversity of need in the borough. The Council faces difficult choices to meet our savings targets, balance the books, deliver services for all our residents and protect services for our most vulnerable residents as far as possible. The CEIA reports the impact of budget savings proposals on the nine characteristics protected under the Equality Act 2010 (age, disability, gender, gender reassignment, ethnicity and race, marriage civil partnership, pregnancy and maternity, religion and belief and sexual orientation) and other groups who may be considered disadvantaged and/or vulnerable. This

¹ <https://www.gov.uk/government/publications/public-sector-equality-duty>

includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition which might mean that our proposals will impact more heavily on them.

5. The CEIA uses evidence about service users and their needs and takes account of consultation feedback and the EIAs carried out for the individual proposals. It underlines that, as the Council takes some difficult decisions about service provision, that the Council identifies and takes practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups. Further information about legal and policy responsibilities for equalities and how the Council approaches Equalities is attached at Appendix One to this report.

What evidence is used and what does it show?

6. The CEIA uses evidence on demographic change in the borough taken from the 2011 census² data about service users and their needs, and the EIAs carried out for the individual proposals. This report takes into account feedback from both the general budget consultation and any specific consultation exercise undertaken for the 2017/18 proposals (see paragraphs 41 – 43) and of national studies and trends and previous years assessments.
7. The diversity and cohesion data summary can be found at <https://www.barnet.gov.uk/dam/jcr:926a6a16-9a19-4cae-b689-40ada234bb0f/Equalities%20and%20Cohesion%20data%20summary.pdf>. The demographic data shows continuing and increasing pressure and demand for our services especially for children and older people, as the borough continues to grow, change and become increasingly diverse in race, ethnicity and religion due to natural growth, regeneration and migration.
8. There is also an increase in older people because people are ageing better and life expectancy is increasing. This means that Adult social care services in particular are under increased pressure due to the growing demand. It also places demand pressures on schools and elder care in a climate of unprecedented financial challenge when Government funding will continue to reduce until the end of the decade. The evidence shows increasing demand for our services from a large, growing and increasingly diverse proportion of elderly residents – 14% of Barnet's population are over 65, compared to the 13.1% of the population of outer London. Furthermore, Barnet has a higher proportion of people aged 85 and over (3.1%) compared to Outer London (1.8%) and the UK (2.3%). The numbers of older people (over 65) in Barnet are predicted to grow by 10.7% by 2021 (more than twice the rate of the rest of the population).
9. It is estimated that over 4,000 people in Barnet are living with dementia and even greater numbers of families and friends are adversely impacted by the condition. By 2021 the number of people with dementia in Barnet is expected to increase by

² An equalities and cohesion data summary is attached at Appendix Two

24% compared to a London-wide figure of 19%. This increases demand for our services.

10. Compared to other boroughs, Barnet has a high proportion of care homes. There are 85 residential and 21 nursing homes in Barnet registered with the Care Quality Commission. In total, these homes provide approximately 2,800 beds for a range of older people and younger people with disabilities.
11. At the last census (2011), 32,256 Barnet residents classified themselves as carers. 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.
12. Barnet is now forecast to have the largest number of children of any London borough by 2020. The Council's vision, set out in the Children and Young People's Plan³, of making Barnet the most family friendly borough by 2020, through a resilience-based approach and giving children the best start in life to ensure that all children thrive and achieve their potential. In general, children and young people in Barnet generally do well and have:
 - Good health outcomes overall
 - Access to good and outstanding schools
 - Good education performance and high achievement across all key stages of education
 - Low rates of offending
13. However, we have seen demand for specialist services increase over the last 12 months. There is an increasing prevalence of Child Sexual Exploitation (CSE), missing children, neglect and gang activity. Children with special educational needs or disabilities from birth to 25, and qualifying young people aged 18-25, are now entitled to statutory support from children's services. There is a need to increase the number of secondary school places to meet the needs of the increasing number of children moving through to secondary school age. The increase to 30 hours of free childcare for 3 and 4 year olds of working parents is planned to come into force in September 2017.

Responding to the financial challenge and opportunities

14. Barnet is set to continue to be a successful and thriving borough. There are significant opportunities for residents and businesses, as we grow and retain a strong focus on investment in infrastructure and a responsible approach to regeneration, whilst protecting the things that residents love about the borough, such as our parks and open spaces. However, Council budgets will continue to face further reductions until the end of the decade, and, with pressure on services continuing to increase due to a growing population and changing demographics, we are forecasting a £61.5 million budget gap between 2017 and 2020. By 2020, our spending power will almost have halved compared to 2010. We want to meet

³ <https://www.barnet.gov.uk/citizen-home/children-young-people-and-families/key-strategic-documents-and-plans/barnet-children-and-young-people-plan.html>

our budget gap whilst still delivering the commitments set out in our Corporate Plan to 2020. The scale of the financial challenge means making careful choices about what we invest in, where and how we make savings and generate revenue through council tax and other sources to pay for services. To continue providing the services we know that residents value and rely on, Council services must make savings and change the way that we offer our services to reduce demand, deliver services for all our residents and protect services for our most vulnerable residents as far as possible. Adult social care services in particular are under increased pressure due to the growing demand as life expectancy increases.

15. However, budgetary challenges are also a chance for us to do things differently and better, by building on the progress that we have made in areas such as promoting independent living, building family resilience and supporting people into employment.

Corporate Plan and strategic equalities objectives

16. The Corporate Plan is fundamental to the Council's approach to how we will approach the challenge to close the budget gap while still delivering the commitments and continuing to invest in the things that matter most, such as schools, green spaces, transport and housing. The plan reflects the principles of equalities and valuing diversity and mainstreams them into all Council processes through the values of fairness towards more frequent users of services as well as all taxpayers, sharing responsibility and the benefits of opportunity we will provide the best start for our children, build equal life chances for all our residents and taxpayers through promoting health and wellbeing, education, community safety, housing and jobs so that people who live work and study in Barnet have access to equal life chances.
17. The Corporate Plan has been reflected into the work plans for each theme committee and their commissioning priorities in the following key areas of activity:
 - growth, regeneration, and investment, managing demand for our services and
 - transforming our services – for all of our services, we are considering the case for delivering differently in order to meet our priority outcomes; redesigning our services; making it easier for staff to do their jobs effectively; and changing the way we work with local partners.
18. The CEIA looks at how Barnet is responding through broader organisation and service delivery change, both to deliver integrated and locality based services using a strengths-based assessment method and through the Customer Access Strategy⁴ which is predicated on a Digital Inclusion Strategy, whereby 80% of residents will be supported to access services online. The CEIA acknowledges that the move towards strengths based assessment which promote independence and integrated health social care employment and education services (see JSNA) will trigger alternative delivery models in, borough services for example, integrated adult health and social care services, education, family services, and a different

4

<https://barnet.moderngov.co.uk/documents/s28172/Appendix%201%20The%20Draft%20Customer%20Access%20Strategy.pdf>

skill set for front line staff to ensure they have the skills acknowledge understand and respond to the diversity of need.

19. The Corporate Plan highlights the continuing need to build community cohesion and sustain engagement with rich diversity of Barnet communities, including newly emerging communities, so that together we can address issues that really matter such as dementia, mental health and safeguarding issues for adults and young people. The involvement of borough residents and businesses in the approach to meeting the financial challenges has been a cornerstone in developing the values, priorities and approach of the Corporate Plan.
20. The Council ensures that the borough's diverse communities remain strong, cohesive and safe by seeking their investment and involvement in keeping Barnet a great place to live work and study. Promoting engagement, facilitating independence, and building community capacity – promoting independence in the community to avoid reliance on statutory services.

How have savings been identified?

21. The Corporate Plan ensures that priorities reflect the diversity of need in the borough and are addressed in a mainstream and holistic way by reflecting this into the their commissioning priorities and work plans for each theme committee in the following key areas of activity:
 - Growth, regeneration, and investment, managing demand for our services and
 - Transforming our services – for all of our services, we are considering the case for delivering differently in order to meet our priority outcomes; redesigning our services; making it easier for staff to do their jobs effectively; and changing the way we work with local partners.
22. Barnet operates a transparent business planning and decision making process which reflects theme committee commissioning priorities (which each have responsibility for specific service areas). Each theme committee has been set recurring annual savings targets to close a total estimated budget gap of £61.5 million between 2017 and 2020 whilst continuing to deliver services which reflect evidence of need and corporate plan priorities. At their October/November meetings theme committees have endorsed the potential savings for the budget for 2017/18 and analysed their equalities impact.
23. Some of the proposals in the 2017/18 budget consultation are continuing savings some will save money, or generate income, beyond next year. The savings must be delivered in a way that provide inclusive, integrated sustainable and value for money services which meet the need in the locality and address issues such as social isolation and economic disadvantage.

2017/18 Budget Proposals: Impacts of proposals by Theme Committee

24. The CEIA shows that our savings proposals will result in many positive benefits for Barnet residents and businesses including the protected characteristics and other groups who may be disadvantaged. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the CEIA shows relatively more positive impacts and relatively fewer negative impacts. However the following negative impacts have also been noted:
- The adult social care fairer contributions policy will impact on better off older residents. The mitigation is that an affordability assessment will be carried out in each case.
 - People with mental health issues, older people, people in receipt of social care benefit, carers and some people with disabilities including learning difficulties will be affected by service changes to mental health support, floating support and grant funding changes to Chinese Mental health Association, Asian Women's Association, Community Focus and Inclusion Barnet. Mitigations include a changed service delivery model and sustained communication with service users and service provider organisations.
 - Government policy has resulted in people on in work and out of work benefits seeing those benefits frozen for four years until 2020.
 - The impact of any increase in council tax increase is likely to impact disproportionately on those with low income.
 - The mitigations for these negative impacts are outlined in the individual EIAs.
25. The CEIA has taken into account the public consultation of 2017/18 budget proposals, which was open for six and a half weeks, from 5 December 2016 to 19 January 2017. This resulted in 783 responses, 91 from the general public and 692 from Citizens Panel. Responses to the budget consultation are not showing any significant differences in response rates by protected characteristic.
26. Appendix Two attaches a table which highlights the EIAs which support the budget savings proposals and their equalities impact by Theme Committee.

Adults and Safeguarding Committee

27. The Adults and Safeguarding Committee (ASC) oversee social care services for adults with a learning disability, mental health needs, physical disability or sensory impairment, older people and carers. The Committee's estimated annual budget for 2017/18 is £85.4 million. A savings target of £15.07 million has already been agreed for delivery between 2017-20 which is proposed to save £4.9 million in 2017/18 of which £1.5 million will be achieved through efficiency savings, £3.0 million by managing demand for council services and £0.4million through growth and income. There are plans in place to deliver these savings; however, there are significant cost pressures on the adults social care budget of around £4.8 million and new demand will mean the pressure is ongoing. Social care precept funding helps to manage the risk that some of these savings may not be delivered, as well as helping to deliver services which meet the care needs of the most vulnerable. The Committee aims to:
- Support people to age well
 - Support people to stay in their own homes as long as possible

- Provide early social care support within their own homes for a greater number of elderly residents and other adults will prolong independent living and reducing demand for high-cost residential accommodation.
 - Support people to feel safe in their homes and in their communities
 - Wherever practicable support recovery and independent living for people with mental health conditions and learning disabilities
28. The CEIA for 17/18 budget savings proposals shows that ASC have completed 11 new EIAs. Those which have not been previously published are attached to the CEIA. Where these have been published previously, details are included in the Theme Committee savings spreadsheets. 5 new EIAs are showing positive impact for Moreton Close extra care housing, Managed Telecare service, Barnet integrated Locality living team, Your Choice Barnet and Mental Health Step Down to enable people with mental health conditions to live in the community.
29. Five EIAs have been developed to support ASC savings in prevention spend and the move away from culture specific services towards generic service in prevention. These are showing negative impacts on grounds of gender, ethnic minority, age (older people), people with disabilities, including physical, mental health and learning disabilities. These refer to Chinese Mental Health Association, Barnet Asian Women's Association, Community Focus, Outreach Barnet floating support service and Support Planning and Brokerage service provided by Inclusion Barnet. The reduction in floating support for people who are eligible for social care services, is also showing negative impacts for Christians and Muslims who are over represented in the service user pool and pregnancy and maternity, the Support Planning and Brokerage service is showing negative impacts for all protected characteristics and others seen as disadvantages including Carers PWMH low income and single parent families, unemployed people and those not in employment, education or training (NEETs). The withdrawal of grant funding from Community Focus shows additional negative impact for carers and those on low income. The EIA to support fairer contributions policy is also showing a minimum negative impact for older and better off residents who have been assessed as being able to afford the increase in charges.
30. The mitigations for these negative impacts are outlined in each EIA. These proposals were considered in depth at ASC in November 2016 to January 2017. Savings identified for prevention service savings are based on a generic approach to providing support rather than supporting a culture specific model. It will be important that social workers whilst the prevention spend changes may affect the choice of service provider, the council is satisfied that an adequate service will remain in place. The increased charges proposed in Fairer Contributions Policy will mean an increase for residents who are assessed as being able to pay more for their services. Where council proposing an increase in fees and charges this will be accompanied by an individual assessment of ability to pay.

Children, Education, Libraries and Safeguarding Committee (CELS)

31. The remit of this Committee includes: education services, support to children with disabilities, Looked After Children (LAC), children in need, family and youth support and libraries. 2017 Committee outcomes can be summarised as:

- Children and young people are safe in their homes, schools and around the borough
- All children are achieving their best at school with high school standards
- Children and young people are physically, mentally and emotionally healthy
- Young people are ambitious for their futures, are ready for employment and contribute positively to society.
- All parents and carers are able to develop high quality relationships with their children.

32. The Committee's estimated annual budget for 2017/18 is £54.6 million and £3.6 million of savings is proposed in 2017/18. Of this it is proposed that £0.3 million be achieved through efficiency savings, £0.8 million from increasing revenue, £0.1million by managing demand for council services, £0.2 million through new models of delivery and £2.2 million through service remodelling savings target of £12.1 million had already been agreed for 2017-20.

33. Children's do not anticipate additional negative impacts as a result of their savings proposals. They have not produced individual EIAs for their proposals and have taken into account the EIA for Children's and young people plan showing minimum positive, LAC placement published last year and early years EIA all showing positive impacts. The Libraries EIA, showing minimum negative impact, continues to be monitored and updated as proposals are implemented. Details of these EIAs are included at savings templates.

Environment Committee

34. The Committee's remit serves every household and business in Barnet through universal services including waste collection, recycling and waste disposal, parks and green spaces, highways maintenance, traffic management, including parking, street cleansing, and environmental health, trading standards, air quality and environmental enforcement. The committee's estimated annual budget for 2017/18 is £34.3 million. This is the difference between £66.1 million of planned expenditure and £31.8million of revenue from chargeable services. A savings target of £6.6 million has already been agreed for 2017-20. £4 million of these savings are proposed in 2017/18 and, of this, it is proposed that £1.2million be achieved through efficiency savings, £0.6 million from increasing revenue and £2.2 million by managing demand for Council services

35. The Council is looking to increase the use of capital funding to invest in the long-term upkeep of our highways infrastructure and support development of our green spaces and to reduce the revenue expenditure and deliver a more efficient way of

managing our long-term assets. It is proposed to develop an alternative delivery model for Street Scene services. We are reviewing how we carry out street cleansing. This will involve new technology to improve efficiency of street cleansing and reduce the need for our street cleansing neighbourhood services. We are also looking to increase monitoring and enforcement of littering, fly tipping and other offences and by increasing the number of people cleaning neighbourhoods as part of the community payback scheme. Street Scene are developing their proposals through strategic consultation on parks and open spaces, waste and recycling strategies and alternative delivery models each of which will include an Equalities Impact Assessment.

Findings in previous years

36. In previous years the CEIA has shown some negative impacts for protected characteristics on grounds of youth and age, ethnic origin, religion and belief, gender, lone parents, mental health and people with learning disabilities. Last year's cumulative EIA showed relatively few negative impacts on two proposals in the budget - for home meals for older residents and Review of Library services - could negatively affect older people, Jewish and other ethnic minority groups, children and young people, people with disabilities and women through pregnancy and maternity.

The Bigger Picture

37. As in previous years the CEIA recognises that protected characteristics cannot be viewed in isolation from broader socio economic trends which can be a source of disadvantage. The CEIA also takes account of state Pension increase of 2.5% and pension credit increase while most other benefits frozen for 4 year period 16/17 to 19/20 including in and out of work benefit which will impact on those on low income.
38. In a recent report, 'Who is worst off in England?' The Equalities and Human Rights Commission identify Gypsies, Travellers and Roma, people with learning disabilities, refugees, migrants, asylum seekers and homeless people as amongst the poorest groups⁵.

The Casey Review

39. The Casey Review⁶ highlights the links between social and economic disadvantage and the protected characteristics, and the need to address these in an integrated manner to strengthen community resilience and cohesion. In her report published in December 2016, Louise Casey highlighted socio-economic disadvantage and particular impacts on some communities in the UK including Muslim women and children. This echoed barriers to employment for Muslim

⁵ https://www.equalityhumanrights.com/sites/default/files/ief_gypsies_travellers_and_roma.pdf

⁶ <https://www.gov.uk/government/publications/the-casey-review-a-review-into-opportunity-and-integration>

woman as outlined in the report from APPG on Women and Equalities on gender equalities, Women and Work.

40. Barnet's key mitigation since 2013 has been to adopt an inclusive and holistic approach based on fair life chances for all so that everyone can achieve and share the benefits of growth and everyone has the opportunity to be involved in keeping Barnet a great place to live work and study.

Council Tax

41. The Council aims to set a fair level of council tax each year as part of the balance between supporting people who are more frequent users of particular local services, or who require more targeted support, and local taxpayers more generally. For the last six years residents' council tax bills have not increased, while at the same time the cost of living has gone up year on year. This means, when adjusted for inflation, there has been, in real terms, a cut of 20% in council tax bills since 2010/11. From 2010/11 to 2013/14 the Council froze council tax; in 2014/15 the Council cut council tax by 1% and in 2015/16 the Council again froze council tax.
42. In 2016/17 the Council applied a 1.7% social care precept council tax increase to spend exclusively on adult social care, including care for the elderly following national government introduction of the Social care precept which allowed councils to increase their council tax by up to 2%. That increase was offset by a reduction in the element of council tax that goes to the Greater London Authority, which meant there was no overall increase in council tax bills in Barnet for 2016/17. Barnet Council's current plans include applying a further 3% social care precept to council tax bills in 2017/18. Applying the maximum 3% social care precept will generate an additional £3 million to help ease the increasing pressures on adult social care budgets, including care for the elderly and it will add an additional £34 per year to council tax bills for a Band D property (equivalent to £2.80 per month).
43. 2015/16 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 continue to be monitored.

Barnet's general budget consultation 2017/18 05 December 2016 – 19 January

44. The CEIA has taken into account the public consultation of 2017/18 budget proposals which ran from 5 December 2016 to 19 January 2017. This resulted in 783 responses, 91⁷ from the general public and 692 from Citizens Panel. In depth consultation was carried out for The Priorities and Spending Review in 2013/14 and the Medium Term Financial Strategy in 2014/15.

⁷ 10 responses were received prior to the 15 December 2016 Local Government Finance Settlement announcement and 81 received after the 15 December

45. Relevant feedback from the budget consultation for both general public and Citizens Panel consultation is reported below. The CEIA has looked at responses to the options for council tax increase from both the Citizens' Panel (which is showing significant differences in response rates) and the general public consultation (which is not showing significant differences in response rates). Overall it is not considered that any change is required to the cumulative or individual EIAs prepared to support the 17/18 budget savings proposals or the mitigations proposed as a result of the consultation. The full consultation report is attached at Appendix G to the budget report.

General Public Consultation

46. The consultation findings for the general public response have taken account, wherever possible of the nine protected characteristics and other groups identified in the Council's commitment to fairness. 91 responses were received from the general public who were asked questions on the overall budget, theme committee savings and council tax increases. Due to low completion rate of the diversity monitoring questions to the general public consultations, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population. Chart one on page 19 compares general public survey responses with Barnet profile. However, the sample size of the general public consultation is too small to draw any significant conclusions in terms of demographics. Responses have not, therefore, been weighted and (given the relatively few responses) the general public consultation cannot be considered as representative of the borough nor show significant differences in response rates.

47. In particular the CEIA has looked at relevant findings from the general public consultation on Theme committee savings proposals affecting the 17/18 budget proposals which are currently showing negative equalities impacts. The General Public consultation shows:

- Table 22 shows that more respondents disagree rather than agree with the proposed savings within the Adults and Safeguarding Committee. 30% (7 out of 23 respondents) responding to the updated general public consultation, agree with the savings proposals within the Adults and Safeguarding Committee. 39% (9 out of 23 respondents) disagree, and the remainder neither agree nor disagree. 26% (6 out of 23), or don't know (4%, 1 out of 23).
- Tables 23 – 24 look at reasons for disagreement with Adults proposals and suggestions for alternative savings and do not impact on the 17/18 ASC savings proposals currently showing a negative impact.
- Respondents are more likely to disagree with the proposed savings within the Children, Education, Libraries and Safeguarding Committee rather than agree. 23% (9 out of 40 respondents) responding to the updated general public consultation agree with these savings proposals. Half of respondents (50%, 20 out of 40 respondents) disagree. The remainder neither agree nor disagree 13% (5 out of 40) or don't know 15% (6 out of 40). Table 26 shows that 23% (9 out of 40 respondents) responding to the updated general public consultation after 15 December agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee. 50% (20 out of

40 respondents) disagree and the remainder neither agrees nor disagrees, 13% (5 out of 40) or don't know/are not sure 15% (6 out of 40).

- Table 17 (for comments on the overall Council budget) includes 4 comments on Libraries and Table 27 (on the reasons respondents disagree with savings proposed by Children, Education, Libraries and Safeguarding Committee) includes 5 comments on library savings. Table 29 (commenting on the 17/18 CELS savings proposals) includes 14 specific comments on libraries.
- Respondents are more likely to agree with the proposed savings in Environment Committee rather than disagree. Half of respondents (50%, 18 out of 36 respondents), responding to the updated general public consultation, agree with the savings proposals within the Environment Committee compared to 33% (12 out of 36 respondents) who disagree. The remainder neither agree nor disagree. 17% (6 out of 36).
- Table 31 (on reasons respondents opposed the savings) includes 4 comments on street cleaning which are not specific to the budget proposals. There are no comments specific to the budget proposals on Table 32 (alternative saving suggestions) and Table 33 (on the specific Environment Committee savings proposals) includes several comments on street cleaning, recycling and parks and open spaces.

Citizen's Panel Consultation

48. A separate questionnaire was sent to the Citizens' Panel and completed by 692 respondents, to ensure the views of a representative sample of the borough's population were captured on the different options for council tax in 2017/18. The Citizens' Panel were not asked questions on the overall budget and savings proposals for 2017/18. The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. We do not have information about pregnancy and maternity or transgender status from the Citizens' Panel demographic profile. The Citizens' Panel demographic sub-groups responses have been analysed to identify whether groups are significantly different from the overall response. Chart Two on page 20 in Appendix G compares Citizen's Panel survey responses with Barnet profile. Two main demographic sub-groups of the Citizens' Panel stand out in regards to their responses:

- The Hendon Constituency responses are significant to each of the four options for Council Tax. They are **less likely to support** the 2% and 3% social care precept increase. They are also **more likely to oppose** the proposed 2% social care precept plus 1.99% and **more likely to oppose** the proposed 3% social care precept plus 1.99%. To summarise, they were not supportive of any Council Tax increase.
- Users of services under the Housing Committee portfolio (i.e. those in receipt of housing services – this group are more likely to fall under one or more of the protected characteristics or other key groups) are also **more likely to oppose** any increase in the social care precept or general Council Tax. This analysis is further supported by the number of respondents **less likely to support** a further 2% Social Care Precept.
- There are also some other different demographic sub-groups whose responses are statistically significantly different from the overall response in terms of whether they support or oppose the different options for Council Tax next year

but these differences did not appear across all four options. Further details can be found on pages 41 to 43 in Section 2 of Appendix G.

Summary and Conclusion

49. The CEIA shows that our savings proposals will result in many positive benefits for Barnet residents and businesses including the protected characteristics and other groups who may be disadvantaged. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the CEIA shows relatively more positive impacts and relatively fewer negative impacts. However the following negative impacts have been noted:

- The ASC fairer contributions policy will impact on older residents. The mitigation is that an affordability assessment will be carried out in each case.
- People with mental health issues, older people, people in receipt of social care benefit, carers and some people with disabilities including learning difficulties will be affected by service changes to mental health support, floating support and grant funding changes to Chinese Mental health Association, Asian Women's Association, Community Focus and Inclusion Barnet. Mitigations include a changed service delivery model and sustained communication with service users and service provider organisations.
- Government policy has resulted in people on in work and out of work benefits seeing those benefits frozen for four years until 2020.
- The impact of any increase in council tax increase is likely to impact disproportionately on those with low income.
- The links between social and economic disadvantage, community resilience and cohesion are increasingly prevalent. The Casey Review⁸ touches on the need for more community integration and a key mitigation in Barnet since 2013 has been to adopt an inclusive and holistic approach based on achieving Strategic Equalities Objective and providing fair life chances for all so that everyone can achieve and share the benefits of growth and everyone has the opportunity to be involved in keeping Barnet a great place to live work and study.
- Supporting people into employment is a priority for the Council and has resulted in such initiatives as the Welfare Reform Task Force, which has brought together the council's housing officers, Jobcentre staff and health advisers into a single team to work with those impacted by Welfare Reform. This integrated team has engaged with 96% of residents affected by the Benefit Cap and helped over a third of them into work.
- In addition to working at a local level, Barnet is working with the Greater London Authority and other London Boroughs in the West London Alliance to lead on the London devolution deal on skills to develop a strategic vision for skills needed in the capital and to ensure to ensure that young people (and other residents from 16 years) can acquire the skills to compete in the London labour market.

50. The Council is satisfied that this CEIA demonstrates how we have paid due regard to equalities, analysed the individual and cumulative impacts of our proposals taking account of any negative impact from previous years. However, given the scale of savings the Council is obliged to make, change is inevitable. Every effort is made to avoid and minimise any negative impacts and mitigations are outlined in

⁸ <https://www.gov.uk/government/publications/the-casey-review-a-review-into-opportunity-and-integration>

the individual EIAs which will be kept under review. All savings proposals will be kept under review and further equalities analysis will be undertaken as proposals develop.

The Future

51. As the Council continues to transform and make hard choices, we will continue to:

- Pursue fair life chances for all.
- Mainstream equalities into key business processes, strategies and policies.
- Reflect equalities and diversity into commissioning priorities, management agreements.
- Use evidence to establish need and analyse the impact of our proposals and bringing it to the attention of decision makers.
- Build capacity among the staff group to promote inclusion and value diversity.
- Engage with the rich diversity of established, emerging and hard to hear voices and communities.

The Council will publish this report and bring it to the attention of our Strategic Partners.

Appendix One: Valuing Diversity and meeting our legal obligations under Public Sector Equality Duties obligations

1. The 2010 Equality Act outlines the provisions of the general and specific Public Sector Equality Duties in relation to the 9 protected characteristics 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.
2. This places a legal obligation on the Council to pay due regard to equalities. We do this by assessing the impact of our actions on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment marriage, civil partnership, pregnancy, maternity, sexual orientation, religion or belief.

Fairness Agenda

3. At their first meeting on June 10 2014 Members of the Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. Therefore, in addition to assessing the impact of proposals on the nine 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 people with learning disabilities, people with mental health issues, carers (including young carers), people on low income, people from areas of deprivation and the unemployed.

Our approach to equalities

4. The Council has continued to develop its approach to equalities and meeting the Public Sector Equality Duty in delivering services and the Council's priorities in a proportionate way which relates to the needs of residents and businesses in the borough. The Council continues to:
 - **Mainstream equality considerations into policy, strategy and decision making**

Equalities Impact Assessments (EIAs) are key to informing activities across the council. With support from the Council's Equalities and Diversity Lead, officers develop robust EIAs and mitigation plans, which take into consideration the results of consultations (where relevant). These EIAs are provided and published for each theme committee, ensuring that committees have access to the analysis before decisions are made.

Management agreements with our delivery units have a number of commitments and reflect the importance of equalities and how the commissioning plans will be achieved in

practice. Performance indicators have been set for each delivery unit to measure progress against these commitments and have been published for each delivery unit.

- **Identify Equality Champions**

Our Lead Member for Equalities is Cllr Richard Cornelius, Chair of Policy and Resources Committee and Leader of the Council. Our Lead Member for Community Cohesion is Cllr Longstaff, Chairman of the Community Leadership Committee. Our Lead Officer for Equalities and Community Cohesion is Stephen Evans (Interim Chief Operating Officer).

- **Promote inclusion in our approach to consultation and community engagement**

Guidance on equalities has been incorporated into our consultation and engagement toolkit, to ensure that consultations are accessible and inclusive to different groups.

Barnet is building strong community links and partnerships through our Community Participation Strategy and the Communities Together Network (CTN), which aims to foster excellent community relationships and community spirit. CTN is co-facilitated by Barnet Council and CommUNITY Barnet and brings the voluntary, faith and community sector with public sector partners to share information and build an understanding of what really matters to Barnet's communities. CTN is a strategic forum where the Council and other public sector partners can consult and seek input into some of the major decisions which impact on the borough. For example, the June 2016 meeting officers leading on the Libraries Strategy and the Adults Alternative Delivery Model consultations will attend CTN.

CTN will continue as a networking and information sharing forum to support Barnet's diverse communities to feel informed, included and safe, to promote community cohesion and to foster the potential for people to take on more responsibility for their local areas and deliver better outcomes for residents and communities in the years ahead.

In addition to working with communities through the CTN, in September 2015 Barnet adopted the Covenant on Faith Action. The Covenant recognises the faith community as an equal and valued community partner to secure good outcomes for Barnet residents and promote community cohesion and the peaceful co-existence of the borough's diverse community and faith groups. The process was facilitated by the Barnet Multi-Faith Forum (BMFF) and enhances the role of BMFF as a local strategic partner, which has led to greater partnership working in areas such as consultation and engagement.

- **Use evidence and data**

Barnet uses demographic information to understand differences in our communities, tailor services to need and work with local people and groups to develop community based services which deliver better outcomes. We use evidence to support the delivery of needs led, appropriate and accessible services which reflect the diversity of need at different stages in people's lives.

Demographic information about equalities and community cohesion can be found at <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>

- **Make difficult decisions transparently and fairly**

Equalities considerations are embedded into the decisions the council makes and fully integrated into our annual business planning process, with support provided by our Equalities and Diversity Officer. Changes to policies and services are analysed to assess the potential equalities impacts and risks and mitigate them wherever possible. This information is provided to decision makers within an EIA, which provides decision makers with information on the full impact before a decision is made.

In addition to producing EIA for individual budget proposals, the Cumulative EIA explores the cumulative impact of Barnet Council's budget proposals on protected groups within the borough. This is provided and published alongside each year's budget proposals.

- **Use our purchasing power to promote equalities**

Barnet recognises that it can promote equality and diversity through its supply chain. We work in partnership with organisations that have processes in place to meet their obligations under the Equality Act 2010. The Council, and all organisations acting on its behalf, must ensure that it meets its legal obligations to pay due regard to equalities. Barnet is a commissioning council, providing services through a mixed economy of private, public and community organisations to secure the best value for our residents. The Council's 2014 Equalities Policy outlines how the Council works with partners to ensure that our obligations under the Equality Act 2010 are understood and implemented.

In addition to working with partners who have process to meet the obligations under the Equality Act 2010, Barnet Council can value diversity broadening its supply chain. We do this by providing procurement training to local SME and VCS organisations.

Appendix Two:

Theme Committee EIAS to support Cumulative EIA

Committee And savings reference	EIA Title	Neutral / Impact not known	Positive Impact	Minimal Negative Impact	Publication Details
Adults' Safeguarding Committee(ASC) E1	Chinese Mental Health Association			X	New saving https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8675&Ver=4
ASC E1	Barnet Asian Women's Association			X	New saving https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8675&Ver=4
ASC E1	Community Focus			X	New saving https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8675&Ver=4
ASC E1	Outreach Barnet Service			X	New saving https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8675&Ver=4
ASC E1	Inclusion Barnet			X	New saving https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8675&Ver=4
ASC E2	Staffing Efficiencies			X	Continuing saving https://barnet.moderngov.co.uk/documents/s29752/Report.pdf
ASC E5	Your Choice Barnet	X			New saving Initial equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Bar

Committee And savings reference	EIA Title	Neutral / Impact not known	Positive Impact	Minimal Negative Impact	Publication Details
					net%20Agreement%20-%20FINAL.pdf
ASC I2	Fairer Contributions			X	New saving. EIA attached
ASC R1	Support in the Community	X	X		Continuing saving EIA/s for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. This will be reviewed and updated if required prior to implementation of future savings. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral. https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
ASC R2	Carers Intervention programme		X		Positive. The impact of this service is positive and expands support for carers in Barnet and should result in more adults with dementia to remain in their own homes.
ASC R4	Independence of young People		X		Continuing saving. Initial equalities analysis has been undertaken and indicates there is a minimum positive impact on service users with learning disabilities. https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
ASC R5	Older Adults DFGs Continuing		X		Continuing saving. 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 as the specific proposals develop and any changes reported back. https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
ASC R6	Personal Assistants		X		Continuing saving EIA for service user impact has been undertaken and is currently showing positive impact on service users (older adults, people with physical disabilities and learning disabilities and people with mental health needs) https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cu

Committee And savings reference	EIA Title	Neutral / Impact not known	Positive Impact	Minimal Negative Impact	Publication Details
					mulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
ASC R7	Support for working age adults	X	X		Continuing saving. Equalities impact assessments for service user impact have been undertaken and are currently showing a positive /neutral impact on service users. https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
ASC R8	Mental Health step down		X		New saving. EIA attached. Impact will be assessed on an individual basis. Should be a positive impact for individuals.
ASC R9	Wheelchair Housing		X		Continuing saving. Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users, especially those with physical and learning disabilities. https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
ASC R11	Extra care housing		X		New saving https://barnet.moderngov.co.uk/documents/s35906/Appendix%20I%20-%20Equality%20Impact%20Analysis%20EIA%20Resident%20Service%20User.pdf
ASC S1	Integrated Later life care		X		EIA completed in September 2016 indicates there is a positive impact on service users. EIA attached.
ASC S2	Assistive Technology telecare	X	X		Initial equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on staff and service users (older people, People with learning difficulties, disabilities and mental health issues). This will be kept under review as proposals develop. EIA attached.
Children's Education Libraries and Safeguarding Committee (CELS)					
CELS 12	SEN placements	X			Initial equalities analysis has been undertaken and indicates there is no equalities impact on staff and service users. This will be kept under review

Committee And savings reference	EIA Title	Neutral / Impact not known	Positive Impact	Minimal Negative Impact	Publication Details
					as proposals develop.
CELS I4	Continuing care	X			Initial equalities analysis has been undertaken and indicates there is no equalities impact on staff and service users. This will be kept under review as proposals develop.
CELS R1	LAC placement and Commissioning strategy		X		Continuing saving April 2015 https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
CELS S1	Early Years		X		Continuing saving October 2014 https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
CELS S3	Libraries			X	Continuing saving EIA completed https://barnet.moderngov.co.uk/documents/s29948/Appendix%20H%20Cumulative%20and%20Individual%20Equality%20Impact%20Assessments.pdf
CELS S7	Education and Skills Delivery Model		X		EIA completed September 2014 https://barnet.moderngov.co.uk/documents/s17567/Appendix%20Two%20-%20Initial%20Equalities%20Impact%20Assessment.pdf
Environment Committee (ENVT)					
ENVT E3	Alternative Delivery Model	X			September 2016 https://barnet.moderngov.co.uk/documents/s34789/Street%20Scene%20Alternative%20Delivery%20Model%20Initial%20Outline%20Business%20Case%20OBC1.pdf
	Street Cleaning				EIA Not required
	Parks and Open spaces		X		May 2016 https://barnet.moderngov.co.uk/documents/s31739/Appendix%201%20Parks%20and%20Open%20Spaces%20Strategy%20
	Enforcement				EIA in development
	Fees and charges	X			The proposed fees and charges have been reviewed against the protected characteristics and for Streetscene, Environmental Health, Cemetery and Crematorium and Highways it is considered that there will not be any

Committee And savings reference	EIA Title	Neutral / Impact not known	Positive Impact	Minimal Negative Impact	Publication Details
					specific adverse impact on any of the groups. In the EIA for Parking it was highlighted that there may be a cost impact on disabled residents, however, this is mitigated by the process which allows disabled badge holders to have a special bay put in near their residence free of charge and therefore the cost increases for parking permits does not impact this group. Full paper here: https://barnet.moderngov.co.uk/documents/s35866/Fees%20and%20Charges%20-%20201718.pdf
Policy and Resources Committee					
E5	Customer Transformation Project		X		https://barnet.moderngov.co.uk/documents/g8730/Public%20reports%20pack%2005th-Oct-2016%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10 Pages 179 - 204
G1	Council Tax support			X	Continuing Assessed January 2015 and confirmed as minimal negative in November 2015 – paper here: https://barnet.moderngov.co.uk/documents/s21529/Appendix%20H%20-%20Cumulative%20Equalities%20Impact%20Analysis%20for%202015%20-%20UPDATED.pdf

EIA 1: To support Adults and Safeguarding Committee Saving 12 Fairer Contributions Policy

Equality Impact Analysis (EIA)

Resident/Service User

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Changes to the Fairer Contributions Policy	
Is it a new or revised function, policy, procedure or service? Revised Policy	
Department and Section: Adults and Communities	
Date assessment completed: 14 February 2017	
2. Names and roles of people completing this assessment:	
Lead officer	Alan Mordue, Senior Project Manager
Stakeholder groups	<ul style="list-style-type: none"> • People who use non-residential services including: <ul style="list-style-type: none"> – Older people. – People with a learning disability. – People with a physical disability and/or sensory impairment. – People with mental health needs. • Carers and families of people who use services • Providers of non-residential care services • Community and voluntary sector • All Barnet residents • Adults & Communities Delivery Unit staff. • Adults and Safeguarding Committee members. • Council Members (all).
Representative from internal stakeholders	Gary Johnson
Representative from external stakeholders	
Delivery Unit Equalities Network rep	n/a
Performance Management rep	Elissa Rospigliosi
HR rep (for employment related issues)	n/a
3. Full description of function, policy, procedure or service:	
<p align="center">Why is it needed?</p> <p>Charges to customers are a key element of the delivery of social care to adults and are significant because they are an essential component of the funding for social care and the means-tested basis of adult social</p>	

care is based on the principle that individuals who have the resources to cover the cost of their own care should pay for that care so that the Council can use public money where it is most needed.

As a response to the continuing financial challenges facing Local Government from public spending reductions, increased market rates and increasing demand, the Council is proposing to review charges and contributions. The Council's Fairer Contributions Policy has remained largely unchanged since it was introduced in 2011.

What are the outcomes to be achieved?

The outcome to be achieved is an updated structure of charges and contributions for adult social care services which is fair, based on ability to pay and proportionate to the level of service provided.

Who is it aimed at?

The policy is aimed at all people using non-residential services in Barnet.

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?

Revising charges and contributions does not change the principle that everyone receiving care services is treated equally and fairly within a common framework of ability to pay and affordability.

Everybody will still receive a financial assessment to assess what contribution they can afford. The method for doing this is set out in the Fairer Contributions Policy. Everyone will have a guaranteed minimum income which is designed to ensure that people only pay what they can afford. The twelve week public consultation was as comprehensive as possible and encouraged all stakeholders to provide input. It included a monitoring system to see how protected characteristics and other vulnerable groups were responding (and their feedback) as established in the Council's baselines, and if any sections were not responding.

Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.

The public consultation included:

- Mailing a consultation pack to everyone who uses non-residential services to take part in the consultation. For people with learning difficulties this was in EasyRead format.
- Mailing a letter to the carers of everyone who uses non-residential services informing them of the consultation and that we would be sending a consultation pack to the person who uses services.
- Putting the proposals and an online survey on Engage Barnet, the Council's consultation hub.
- Hosting a set of drop-in sessions for anyone who wishes to attend, at various times and venues across the Borough.
- Sending an offer to present to meetings of the following community and voluntary sector organisations: Inclusion Barnet, Mencap, Age UK, Barnet Senior Assembly, Carers Centre, Mind, Healthwatch, Your Choice Barnet, Deaf Forum and the Middlesex Association for the Blind.
- A telephone helpline.
- A dedicated email address.
- Promotion of the on-line survey through various media.

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?	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"/>	<u>Generally.</u> People aged over 65 make up 61% of the users of Barnet's adult social services. This is a significantly larger proportion than the 18% of people aged over 65 in the Barnet population as a whole.	The Fairer Contributions Policy aims to ensure fairness and transparency when assessing contributions. Everyone will have a guaranteed minimum income designed to ensure that no one will be asked to pay more than they can afford A reviews and appeals procedure is in place in cases where people disagree with their financial assessment. As part of the implementation, everyone directly affected will be given a new financial assessment. This will include a benefits check. Any increases to contributions will be capped at £20 per week for two months to allow people to plan and reorganise their finances. If the person does not intend to continue using a service as a result of the changes then they will be offered a strengths-based assessment.
	No <input type="checkbox"/>	<u>Raising current maximum rates for home care and day care</u> People aged over 65 make up 88% of those who use home and day care services. This is a significantly larger proportion than the 18% of people aged over 65 in the Barnet population as a whole. People who use home and day care services and pay full cost for these services would have to contribute	The Fairer Contributions Policy ensures fairness and transparency when assessing contributions. A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p>more towards the cost of their care. The size of the increase would depend on the type and the amount of care they have.</p>	
		<p><u>Changing personal allowances</u></p> <p>People aged over 65 make up 61% of the users of Barnet's adult social services. This is a significantly larger proportion than the 18% of people aged over 65 in the Barnet population as a whole.</p> <p>The proposal to change personal allowances is not expected to have any disproportionate impacts on the age strand when compared to the Barnet population as a whole.</p>	<p>It is not expected that anyone will be adversely impacted by this proposed change.</p> <p>The minimum income guarantee ensures that the protected levels of income after paying a contribution will not fall below current levels and/or the rate as set by the Department of Health whichever is the greater amount.</p> <p>Until last year when the gap was created, there wasn't any difference between Department of Health's guidance on benefits and the Department of Health's guidance on personal allowances. In future the gap might possible increase, in which case some people may be worse off in future than if there had been no change to the Fairer Charging Policy. Unfortunately, it is not possible to know what the Department of Health may or may not do in the future.</p>
		<p><u>Removing a partial disregard</u></p> <p>People aged over 65 make up 56% of the users in receipt of the higher rate of DLA/AA. This is a significantly larger proportion than the 18% of people aged over 65 in the Barnet population as a whole.</p> <p>The actual increase in their contributions will depend on their personal circumstances.</p>	<p>The Fairer Contributions Policy ensures fairness and transparency when determining assessable income.</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p>This change will directly affect people whose overall assessable income has increased from a level below the old threshold to a level above the new threshold as a result of the change to the disregard. These people would have to contribute more towards the cost of the care.</p> <p>The age strand is disproportionately impacted by any change to the treatment of higher rate DLA/AA when assessing how much people can afford to contribute when compared to those who use community care services as a whole.</p>	
2. Disability	<p>Yes</p> <p><input checked="" type="checkbox"/></p> <p>No</p> <p><input type="checkbox"/></p>	<p><u>Generally.</u></p> <p>The proposed changes are being applied to a group with a higher proportion of disabled people.</p>	<p>The Fairer Contributions Policy aims to ensure fairness and transparency when assessing contributions.</p> <p>Everyone will have a guaranteed minimum income designed to ensure that no one will be asked to pay more than they can afford</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p> <p>As part of the implementation, everyone directly affected will be given a new financial assessment. This will include a benefits check.</p> <p>Any increases to contributions will be capped at £20 per week for two months to allow people to plan and reorganise their finances.</p> <p>If the person does not intend to continue using a service as a result of the changes then they will be offered a strengths-based assessment.</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<u>Raising current maximum rates for home care and day care</u> People who are registered disabled make up about 25% of the group of people who pay full cost and use home care or day care services. People living with disability make up about 10% of the Barnet population.	The Fairer Contributions Policy ensures fairness and transparency when assessing contributions. A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.
		<u>Changing personal allowances</u> As per the Age strand, it is not expected that anyone will be adversely impacted by this proposed change. The proposal to change personal allowances is not expected to have any disproportionate impacts on the disability strand when compared to the Barnet population as a whole.	It is not expected that anyone will be adversely impacted by this proposed change. The minimum income guarantee ensures that the protected levels of income after paying a contribution will not fall below current levels and/or the rate as set by the Department of Health whichever is the greater amount. Until last year when the gap was created, there was no difference between Department of Health's guidance on benefits and the Department of Health's guidance on personal allowances. In future the gap might possible increase, in which case some people may be worse off in future than if there had been no change to the Fairer Charging Policy. Unfortunately, it is not possible to know what the Department of Health may or may not do in the future.
		<u>Removing a partial disregard</u> People who are registered disabled make up about 35% of the group of people who receive the higher rate of DLA/AA. People living with disability make up about 10% of the Barnet population.	The Fairer Contributions Policy ensures fairness and transparency when determining assessable income. A reviews and appeals procedure is in place in cases where people disagree with their financial

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p>Removing the partial disregard for Disability Living (care) and Attendance Allowance will affect people with a disability who need help with care costs.</p> <p>Approximately 530 people who currently pay a contribution would be affected by removing the disregard.</p> <p>There is another cohort of clients who currently do not pay a contribution under the current policy. The exact impact of this proposal on them is not known at present but it is likely that some of them would be assessed to pay a contribution under the proposal.</p> <p>It will, in future, be applied to people who have a long-term health condition or disability and difficulties with 'daily living' or getting around.</p> <p>If anybody has an income over the new threshold or have savings in excess of (£23,250 for 2016/17) then they would have to make a contribution towards their care.</p> <p>The actual increase in their contributions will depend on their personal circumstances.</p>	assessment.
3. Gender reassignment	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	We have not identified any inequitable impacts relating to gender reassignment or transgender people.	No disproportionate impact.
4. Pregnancy and maternity	Yes <input type="checkbox"/> No	We have not identified any disproportionate impacts relating to pregnancy and maternity.	No disproportionate impact.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
	<input checked="" type="checkbox"/>		
5. Race/ Ethnicity	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p><u>Generally.</u></p> <p>People who use community care services have a broadly similar ethnicity profile when compared to the profile for the Barnet population as a whole.</p>	<p>The Fairer Contributions Policy aims to ensure fairness and transparency when assessing contributions.</p> <p>Everyone will have a guaranteed minimum income designed to ensure that no one will be asked to pay more than they can afford</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p> <p>As part of the implementation, everyone directly affected will be given a new financial assessment. This will include a benefits check.</p> <p>Any increases to contributions will be capped at £20 per week for two months to allow people to plan and reorganise their finances.</p> <p>If the person does not intend to continue using a service as a result of the changes then they will be offered a strengths-based assessment.</p>
		<p><u>Raising current maximum rates for home care and day care</u></p> <p>The white ethnic group makes up 88% of the group of people who use day care services and only 64% of the Barnet population.</p> <p>Changing the contributions for day care would have a disproportionate adverse impact on the white ethnic group.</p> <p>People from the Asian and Black ethnic groups form 21% and 18%</p>	<p>The Fairer Contributions Policy ensures fairness and transparency when determining assessable income.</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p>respectively of the group of people who use home care services. Asian and Black ethnic groups make up 16% and 8% respectively of the Barnet population as a whole.</p> <p>Changing the contributions for day care will have a disproportionate adverse impact on people of the Asian and black ethnic groups.</p>	
		<p><u>Changing personal allowances</u></p> <p>As per the Age strand, it is not expected that anyone will be adversely impacted by this proposed change.</p> <p>The proposal to change personal allowances is not expected to have any disproportionate impacts on the ethnicity strand when compared to the Barnet population as a whole.</p>	<p>It is not expected that anyone will be adversely impacted by this proposed change.</p> <p>The minimum income guarantee ensures that the protected levels of income after paying a contribution will not fall below current levels and/or the rate as set by the Department of Health whichever is the greater amount.</p> <p>Until last year when the gap was created, there was no difference between Department of Health's guidance on benefits and the Department of Health's guidance on personal allowances.</p> <p>In future the gap might possible increase, in which case some people may be worse off in future than if there had been no change to the Fairer Charging Policy. Unfortunately, it is not possible to know what the Department of Health may or may not do in the future.</p>
		<p><u>Removing a partial disregard</u></p> <p>People in receipt of the higher rate of DLA/AA have a similar ethnicity profile to the profile of those people who use community services.</p> <p>There is no disproportionate impact</p>	No disproportionate impact.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		on any ethnic group by a change to the treatment of higher rate of DLA/AA when assessing how much people can afford to contribute when compared to the group of people who use community services as a whole.	
6. Religion or belief	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p><u>Generally.</u></p> <p>The Jewish and Hindu faith groups make up 16% and 7% respectively of people who use community care services and 12% and 6% respectively of the Barnet population.</p> <p>The Atheist and Muslim faith groups make up 9% and 8% respectively of people who use community care services and 16% and 13% respectively of the Barnet population.</p> <p>The Jewish and Hindu faith groups are proportionately over-represented and the Muslim and Atheist faith groups are proportionately under-represented in the group of people who use community care services.</p> <p>With those exceptions, people who use community care services (i.e. the Fairer Contributions user base) have a broadly similar religion profile when compared to the profile for all people who use adult social care services and the Barnet adult population as a whole.</p> <p>Any change to contributions for community care services will have a disproportionate adverse impact on the Jewish and Hindu faith groups and a slight disproportionate positive</p>	<p>The Fairer Contributions Policy aims to ensure fairness and transparency when assessing contributions.</p> <p>Everyone will have a guaranteed minimum income designed to ensure that no one will be asked to pay more than they can afford</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p> <p>As part of the implementation, everyone directly affected will be given a new financial assessment. This will include a benefits check.</p> <p>Any increases to contributions will be capped at £20 per week for two months to allow people to plan and reorganise their finances.</p> <p>If the person does not intend to continue using a service as a result of the changes then they will be offered a strengths-based assessment.</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		impact on Muslim and Atheist faith groups.	
		<p><u>Raising current maximum rates for home care and day care</u></p> <p>The Christian faith group makes up 61% of people who use home care services and 49% of the Barnet population.</p> <p>The Jewish, Atheist and Muslim faith groups make up 9%, 12% and 2% respectively of people who use home care services and 12%, 16% and 13% respectively of the Barnet population.</p> <p>The Christian faith group is proportionately over-represented and the Jewish and Muslim faith groups are proportionately under-represented as users of home care services and this change would have a disproportionate adverse impact on them.</p> <p>The Christian and Jewish faith groups make up 68% and 18% respectively of people who use day care services and 49% and 12% respectively of the Barnet population.</p> <p>The Atheist, Muslim and Hindu faith groups make up 4%, 7% and 0% respectively of people who use day care services and 16%, 13% and 6% respectively of the Barnet population.</p> <p>The Christian faith group is proportionately over-represented and this change will have a disproportionate adverse impact on them.</p>	<p>The Fairer Contributions Policy ensures fairness and transparency when determining assessable income.</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p><u>Changing personal allowances</u></p> <p>As per the Age strand, it is not expected that anyone will be adversely impacted by this proposed change.</p>	<p>It is not expected that anyone will be adversely impacted by this proposed change.</p> <p>The minimum income guarantee ensures that the protected levels of income after paying a contribution will not fall below current levels and/or the rate as set by the Department of Health whichever is the greater amount.</p> <p>Until last year when the gap was created, there was no difference between Department of Health's guidance on benefits and the Department of Health's guidance on personal allowances.</p> <p>In future the gap might possible increase, in which case some people may be worse off in future than if there had been no change to the Fairer Charging Policy.</p> <p>Unfortunately, it is not possible to know what the Department of Health may or may not do in the future.</p>
		<p><u>Removing a partial disregard</u></p> <p>The Jewish and Hindu faith groups make up 17% and 9% respectively of people in receipt of higher DLA/AA and 12% and 6% respectively of the Barnet population.</p> <p>The Christian and Atheist faith groups make up 42% and 7% respectively of people in receipt of higher DLA/AA and 49% and 16% respectively of the Barnet population.</p> <p>The Jewish and Hindu faith groups are proportionately over-represented and removal of the</p>	<p>The Fairer Contributions Policy ensures fairness and transparency when determining assessable income.</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		partial disregard will to have a disproportionate adverse impact on these faith groups.	
7. Gender/ sex	Yes <input checked="" type="checkbox"/>	<u>Generally.</u> Females make up 60% of the users of Barnet's adult social services. This is a larger proportion than the 52% of females in the Barnet population as a whole.	The Fairer Contributions Policy aims to ensure fairness and transparency when assessing contributions. Everyone will have a guaranteed minimum income designed to ensure that no one will be asked to pay more than they can afford A reviews and appeals procedure is in place in cases where people disagree with their financial assessment. As part of the implementation, everyone directly affected will be given a new financial assessment. This will include a benefits check. Any increases to contributions will be capped at £20 per week for two months to allow people to plan and reorganise their finances. If the person does not intend to continue using a service as a result of the changes then they will be offered a strengths-based assessment.
	No <input type="checkbox"/>	<u>Raising current maximum rates for home care and day care</u> Females make up 67% of those who use day care services and pay full cost. This is a significantly larger proportion than the 52% of females in the Barnet population as a whole. The proportions of females and males who pay full cost and use home care services are about the same as in the Barnet population as a whole.	The Fairer Contributions Policy ensures fairness and transparency when determining assessable income. A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p>Females who use day care services and pay full cost for these services would have to contribute more towards the cost of their care. The size of the increase would depend on the type and the amount of care they have.</p> <p>Any change to contributions for day care services is likely to have a slight disproportionate adverse impact on females.</p>	
		<p><u>Changing personal allowances</u></p> <p>As per the Age strand, it is not expected that anyone will be adversely impacted by this proposed change.</p>	<p>It is not expected that anyone will be adversely impacted by this proposed change.</p> <p>The minimum income guarantee ensures that the protected levels of income after paying a contribution will not fall below current levels and/or the rate as set by the Department of Health whichever is the greater amount.</p> <p>Until last year when the gap was created, there was no difference between Department of Health's guidance on benefits and the Department of Health's guidance on personal allowances.</p> <p>In future the gap might possible increase, in which case some people may be worse off in future than if there had been no change to the Fairer Charging Policy.</p> <p>Unfortunately, it is not possible to know what the Department of Health may or may not do in the future.</p>
		<p><u>Removing a partial disregard</u></p> <p>Females make up 60% of those in receipt of higher rate DLA/AA. This is</p>	<p>The Fairer Contributions Policy ensures fairness and transparency when determining assessable</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p>a larger proportion than the 52% of females in the Barnet population as a whole.</p> <p>The actual increase in their contributions will depend on their personal circumstances.</p> <p>This change will directly affect people whose overall assessable income has increased from a level below the old threshold to a level above the new threshold as a result of the change to the disregard. These people would have to contribute more towards the cost of the care.</p> <p>The gender strand is disproportionately impacted by any change to the treatment of higher rate DLA/AA when assessing how much people can afford to contribute when compared to those who use community care services as a whole.</p>	<p>income.</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p>
8. Sexual orientation	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	We have not identified any disproportionate impacts relating to sexual orientation.	No disproportionate impact.
9. Marital Status	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p><u>Generally.</u></p> <p>People who are single, widowed or a surviving civil partner make up 61% of people who use community care services. This is a larger proportion than the 36% of people who are single, widowed or a surviving civil partner in the Barnet population as a whole.</p> <p>Any change to contributions for community care services is likely to have a disproportionate adverse</p>	<p>The Fairer Contributions Policy aims to ensure fairness and transparency when assessing contributions.</p> <p>Everyone will have a guaranteed minimum income designed to ensure that no one will be asked to pay more than they can afford</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		impact on the single and widowed/surviving civil partner groups.	assessment. As part of the implementation, everyone directly affected will be given a new financial assessment. This will include a benefits check. Any increases to contributions will be capped at £20 per week for two months to allow people to plan and reorganise their finances. If the person does not intend to continue using a service as a result of the changes then they will be offered a strengths-based assessment.
		<u>Raising current maximum rates for home care and day care</u> People who are widowed or a surviving civil partner make up 46% of people who use home care services. This is a larger proportion than the 9% of people who are single, widowed or a surviving civil partner in the Barnet population as a whole. People who are single, widowed or a surviving civil partner make up 69% of people who use day care services. This is a larger proportion than the 36% of people who are single, widowed or a surviving civil partner in the Barnet population as a whole. Any change to contributions for home care and day care services is likely to have a disproportionate adverse impact on the people who are single and are widowed/surviving civil partner.	The Fairer Contributions Policy ensures fairness and transparency when determining assessable income. A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.
		<u>Changing personal allowances</u> As per the Age strand, it is not	It is not expected that anyone will be adversely impacted by this

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
		<p>expected that anyone will be adversely impacted by this proposed change and pay a higher contribution.</p>	<p>proposed change.</p> <p>The minimum income guarantee ensures that the protected levels of income after paying a contribution will not fall below current levels and/or the rate as set by the Department of Health whichever is the greater amount.</p> <p>Until last year when the gap was created, there was no difference between Department of Health's guidance on benefits and the Department of Health's guidance on personal allowances.</p> <p>In future the gap might possible increase, in which case some people may be worse off in future than if there had been no change to the Fairer Charging Policy. Unfortunately, it is not possible to know what the Department of Health may or may not do in the future.</p>
		<p><u>Removing a partial disregard</u></p> <p>People who are single, widowed or a surviving civil partner make up 60% of people in receipt of the higher rate of DLA/AA. This is a larger proportion than the 36% of people who are single, widowed or a surviving civil partner in the Barnet population as a whole. People who are single, widowed or a surviving civil partner will be disproportionately affected by any change to the treatment of higher rate of DLA/AA when assessing how much people can afford to contribute.</p>	<p>The Fairer Contributions Policy ensures fairness and transparency when determining assessable income.</p> <p>A reviews and appeals procedure is in place in cases where people disagree with their financial assessment.</p>

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
10. Other key groups? Carers	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Contributions for services are based on a person's ability to pay rather than the type of service received. Carer's services are not charged for so are not directly affected by these proposals, However, if someone decides to stop receiving a care package because they do not wish to pay more for it then this could possibly impact their carer(s) who may have to give additional care and support.	If this situation occurs then a carer's assessment will be offered. Carer's services are not charged for in Barnet.
People with mental health issues	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	People with mental health issues: Intermediate care and enablement support services for the first 6 weeks are not chargeable. See also the Disability Strand.	

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
Some families and lone parents	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Some families and lone parents may also be affected if someone in the family decides to stop receiving a care package because they do not wish to pay more for it. This could possibly impact family members who may have to give additional care and support.	
People with a low income	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	People with an income above the guaranteed minimum will be affected by these proposals if they use home care or day care services or are in receipt of the higher rate of DLA/AA. The minimum income guarantee ensures that the protected levels of income after paying a contribution will not fall below current levels and/or the rate as set by the Department of Health whichever is the greater amount.	
Unemployed people	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	We have not identified any disproportionate impacts relating to any of the other key groups.	
Young people not in employment education or training	Yes <input type="checkbox"/> No		

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
	<input checked="" type="checkbox"/>		

DRAFT

5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?
<p>Individuals who have to pay increased contributions, their families and carers may express lower satisfaction.</p>
6. How does the proposal enhance Barnet's reputation as a good place to work and live?
<p>The proposal is unlikely to enhance the Council's reputation as a good place to work and live.</p> <p>The financial challenges facing the Council are well known and this proposal is in line with an increasing number of councils who have removed or who are consulting on removing the disregard. An informal email survey provided the following information:</p> <p>Local authorities already counting the higher rate of DLA/AA as income:</p> <ul style="list-style-type: none"> • Brighton and Hove • Bristol • Leeds • North Yorks • East Sussex • West Berkshire • Peterborough • Kingston <p>Local authorities proposing to count the higher rate of DLA/AA as income in some circumstances:</p> <ul style="list-style-type: none"> • Sefton • Sunderland • Durham • Surrey • Windsor and Maidenhead • Tameside • Royal Greenwich • York <p>Local authorities considering a change to count the higher rate of DLA/AA as income in some circumstances:</p> <ul style="list-style-type: none"> • Southend • Nottinghamshire • Croydon • Herefordshire • Haringey • Hertfordshire <p>Barnet's Fairer Contributions Policy is open, visible, transparent and similar to those of neighbouring Boroughs.</p>
7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?
<p>Barnet's Fairer Contributions Policy will still be based on ability to pay and affordability.</p>

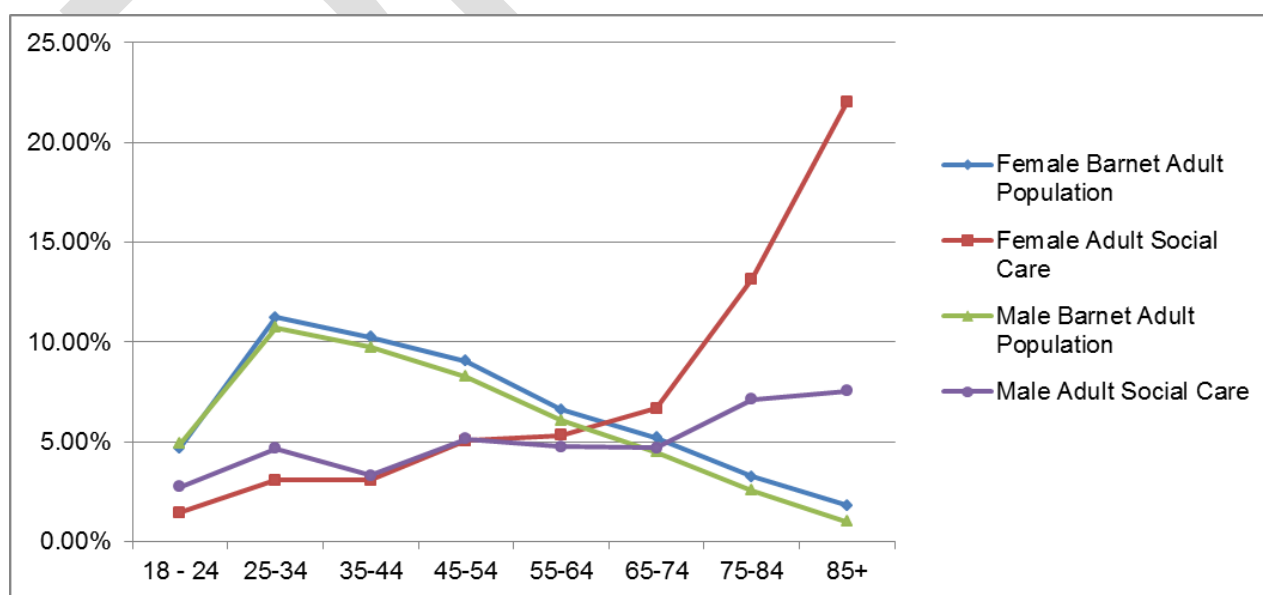
Contributions for services are based on a person's ability to pay rather than the type of service received.

8. 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)

AGE/GENDER PROFILES

Age/ gender profiles for Barnet's population and people who use adult social care

Age Band	Female Barnet Adult Population	Female Adult Social Care	Male Barnet Adult Population	Male Adult Social Care
18 - 24	4.70%	1.48%	4.91%	2.76%
25-34	11.25%	3.09%	10.73%	4.68%
35-44	10.25%	3.09%	9.75%	3.34%
45-54	9.06%	5.06%	8.26%	5.16%
55-64	6.61%	5.35%	6.09%	4.75%
65-74	5.23%	6.69%	4.50%	4.70%
75-84	3.26%	13.17%	2.57%	7.13%
85+	1.81%	22.02%	1.03%	7.55%

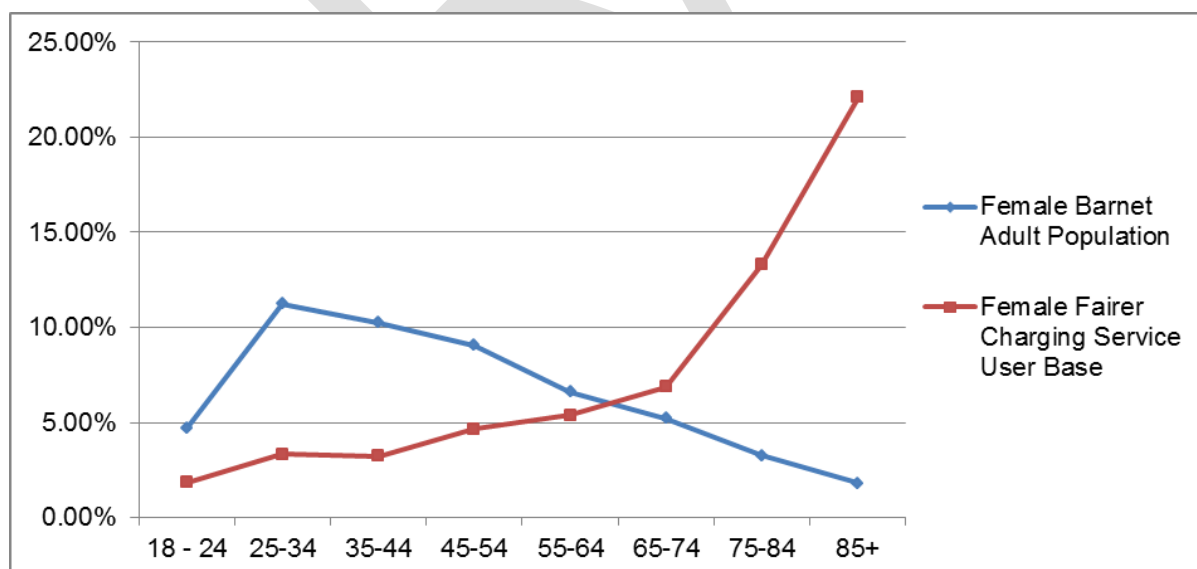


Because of the very nature of adult social care, people who use Barnet's adult social services have a much larger proportion of older people than Barnet's population as a whole.

As a result, any change to contributions for adult social care services is likely to have a disproportionate adverse impact on older people. However, the means-tested basis of adult social care is based on the principle that individuals who have the resources to cover the cost of their own care should pay for that care so that the Council can use public money where it is most needed.

Age/gender profiles for people who use community care services – Female

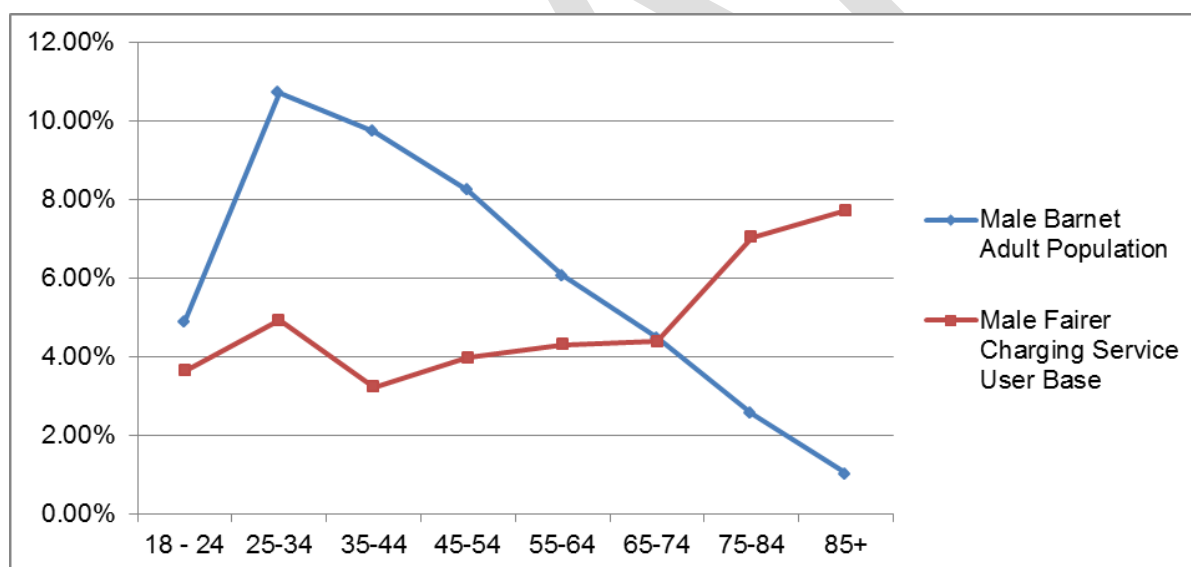
Age Band	Female Barnet Adult Population	Female Fairer Charging Service User Base
18 - 24	4.70%	1.84%
25-34	11.25%	3.34%
35-44	10.25%	3.23%
45-54	9.06%	4.66%
55-64	6.61%	5.38%
65-74	5.23%	6.88%
75-84	3.26%	13.31%
85+	1.81%	22.09%



Females who use community care services (i.e. the Fairer Contributions user base) tend to be older whereas in the general population, there are a larger proportion of younger females.

Age/gender profiles for people who use community care services - Male

Age Band	Male Barnet Adult Population	Male Fairer Charging Service User Base
18 - 24	4.91%	3.64%
25-34	10.73%	4.94%
35-44	9.75%	3.23%
45-54	8.26%	3.98%
55-64	6.09%	4.32%
65-74	4.50%	4.39%
75-84	2.57%	7.05%
85+	1.03%	7.73%



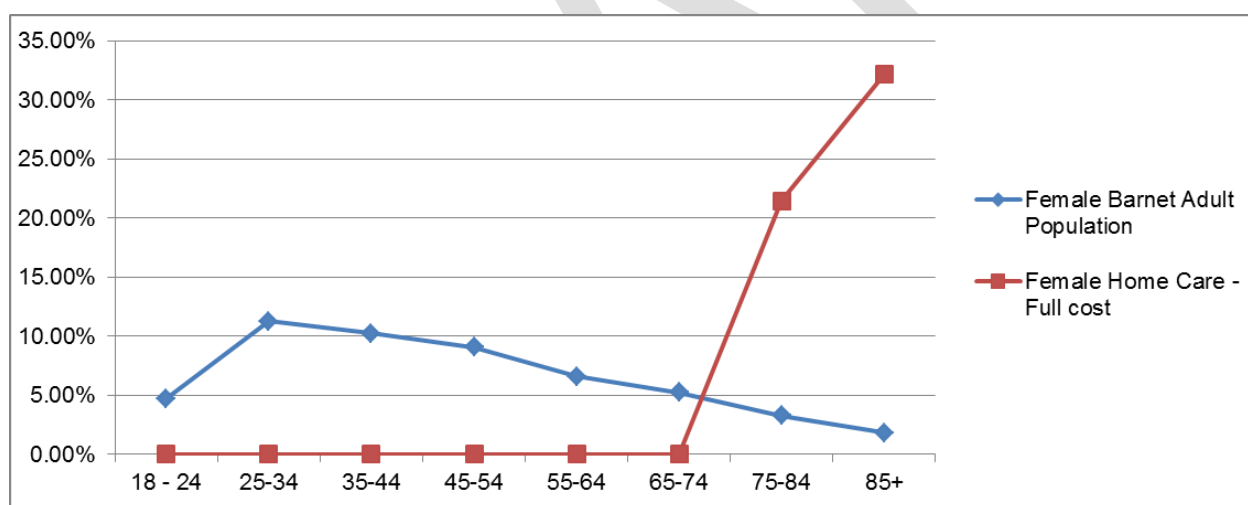
Men who use community care services (i.e. the Fairer Contributions user base) are spread across all age groups but tend to be older whereas in the general population, there are a larger proportion of younger males.

In conclusion, when compared to the Barnet population as a whole, any change to contributions for community care services is likely to have a disproportionate adverse impact on older people and females more than men.

Age/gender profiles of people who use home care services – Female

Age Band	Barnet Adult Population		Female – Home Care: Full Cost	
18 - 24	13,514	4.7%	*	0.0%
25-34	32,326	11.2%		0.0%
35-44	29,468	10.3%		0.0%
45-54	26,047	9.1%		0.0%
55-64	19,006	6.6%		0.0%
65-74	15,026	5.2%		0.0%
75-84	9,364	3.3%		21.4%
85+	5,205	1.8%		32.1%

*Note: Numbers removed to prevent identification of any individuals.

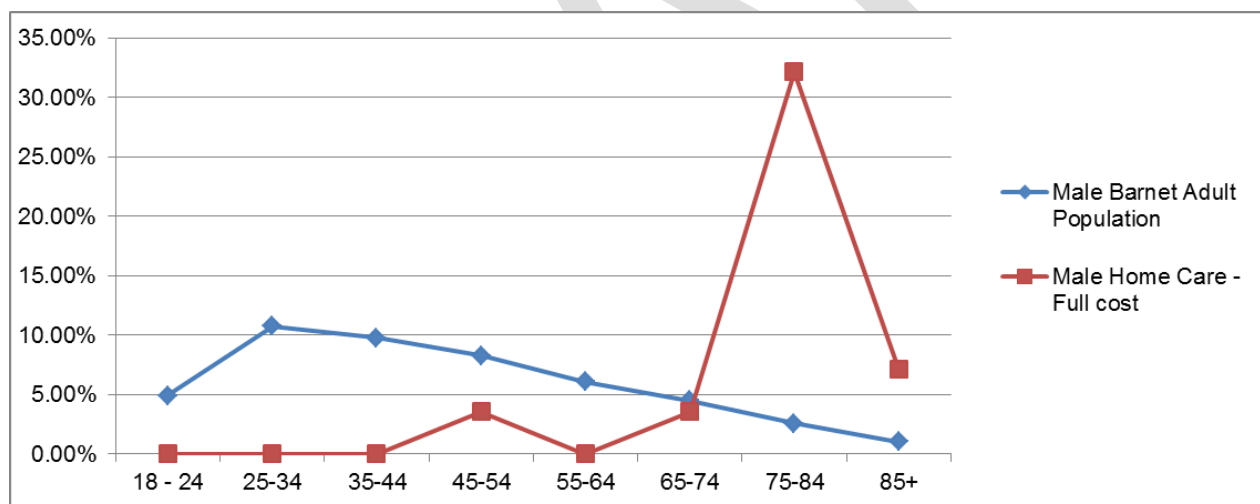


There is a significant difference between the age profile for females who use home care services and pay full cost and the age profile of females in the Barnet population as a whole. There is a greater proportion of females aged 65 and over using home care services and paying full cost.

Age/gender profiles of people who use home care services – Male

Age Band	Barnet Adult Population		Male – Home Care: Full Cost	
18 - 24	14,111	4.9%	*	0.0%
25-34	30,855	10.7%		0.0%
35-44	28,027	9.8%		0.0%
45-54	23,738	8.3%		3.6%
55-64	17,497	6.1%		0.0%
65-74	12,924	4.5%		3.6%
75-84	7,384	2.6%		32.1%
85+	2,955	1.0%		7.1%

*Note: Numbers removed to prevent identification of any individuals.



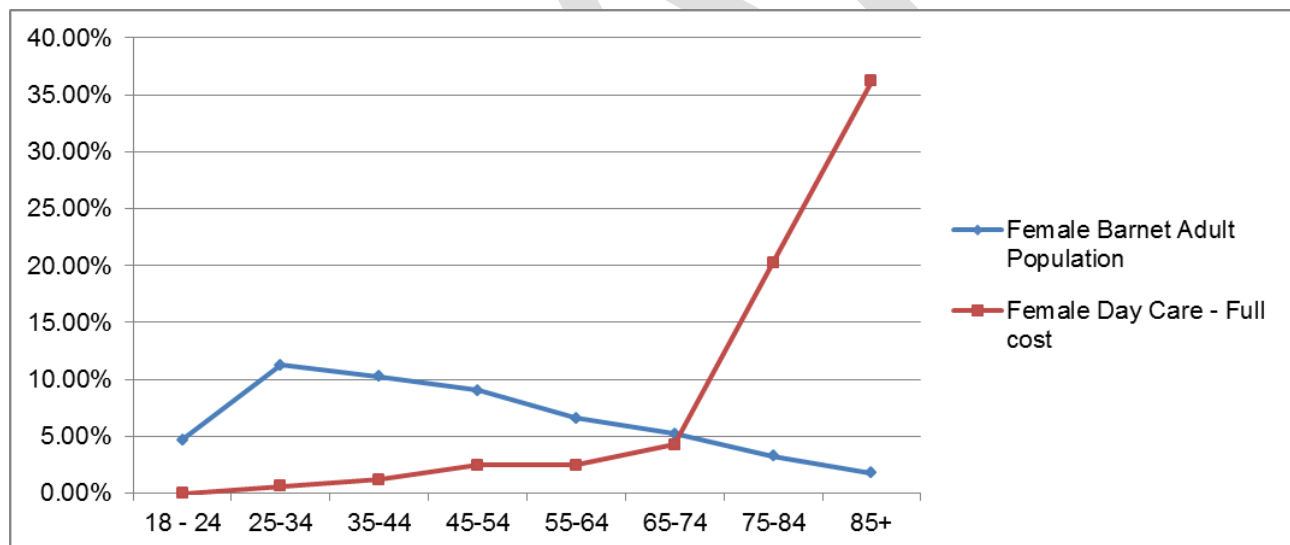
Males between 75 and 84 are much more likely to use home care services than any other age range so any change to home care contributions is likely to have a disproportionate impact on this group.

In conclusion, when compared to those in the Barnet population as a whole, any change to contributions for home care services is likely to have a disproportionate adverse impact on males aged between 75 and 84.

Age/gender profiles of people who use day care services and pay full cost – Female

Age Band	Barnet Adult Population		Female – Day Care: Full Cost	
18 - 24	13,514	4.7%	*	0.0%
25-34	32,326	11.2%		0.6%
35-44	29,468	10.3%		1.2%
45-54	26,047	9.1%		2.5%
55-64	19,006	6.6%		2.5%
65-74	15,026	5.2%		4.3%
75-84	9,364	3.3%		20.2%
85+	5,205	1.8%		36.2%

*Note: Numbers removed to prevent identification of any individuals.

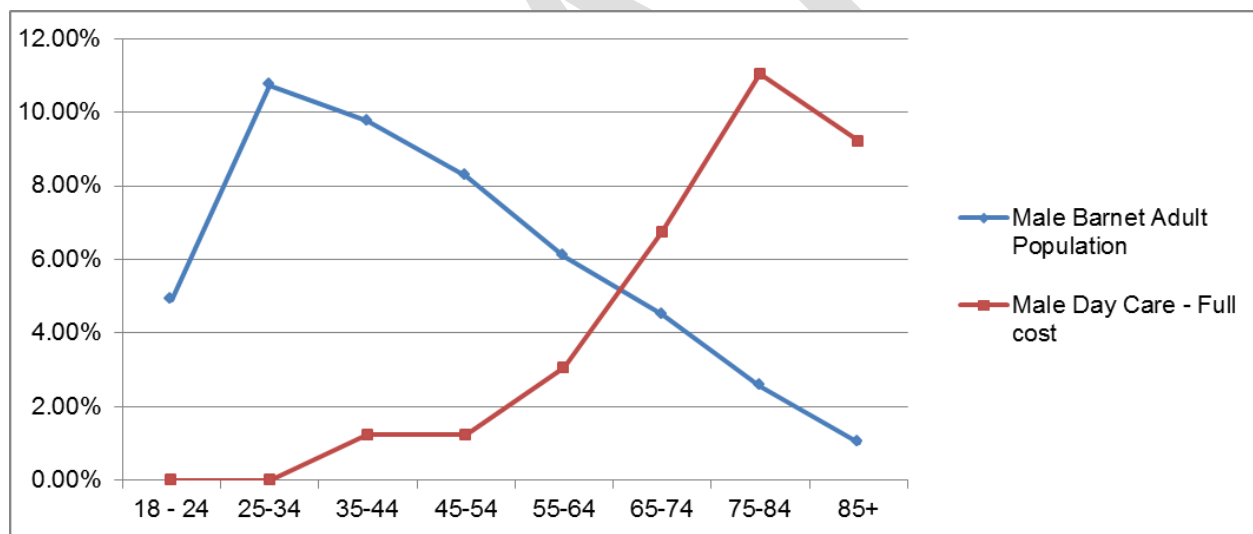


There is a significant difference between the age profile for females who use day care services and pay full cost and the age profile of females in the Barnet population as a whole. There is a greater proportion of females aged 65 and over using day care services and paying full cost.

Age/gender profiles of people who use day care services and pay full cost – Male

Age Band	Barnet Adult Population		Male – Day Care: Full Cost	
18 - 24	14,111	4.9%	*	0.0%
25-34	30,855	10.7%		0.0%
35-44	28,027	9.8%		1.2%
45-54	23,738	8.3%		1.2%
55-64	17,497	6.1%		3.1%
65-74	12,924	4.5%		6.7%
75-84	7,384	2.6%		11.0%
85+	2,955	1.0%		9.2%

*Note: Numbers removed to prevent identification of any individuals.

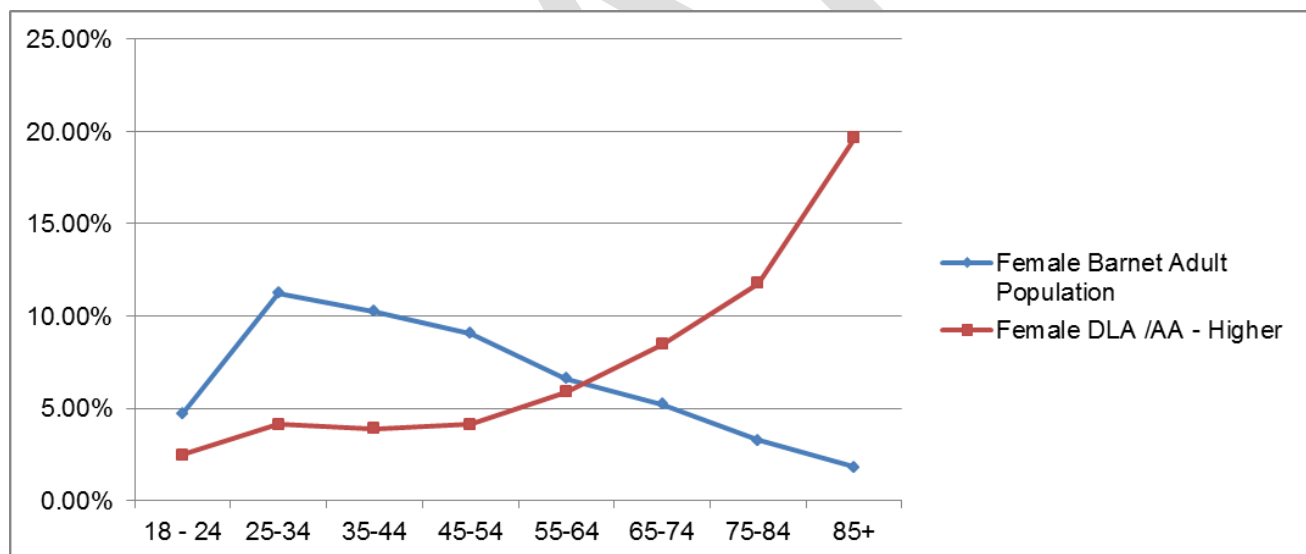


There is a significant difference between the age profile for males who use day care services and pay full cost and the age profile of males in the Barnet population as a whole. There is a greater proportion of males aged 65 and over using day care services and paying full cost.

In conclusion, when compared to the Barnet population as a whole, any change to contributions for day care services is likely to have a disproportionate adverse impact on older people in general and females more than males.

Age/gender profiles of people who receive higher DLA/AA – Female

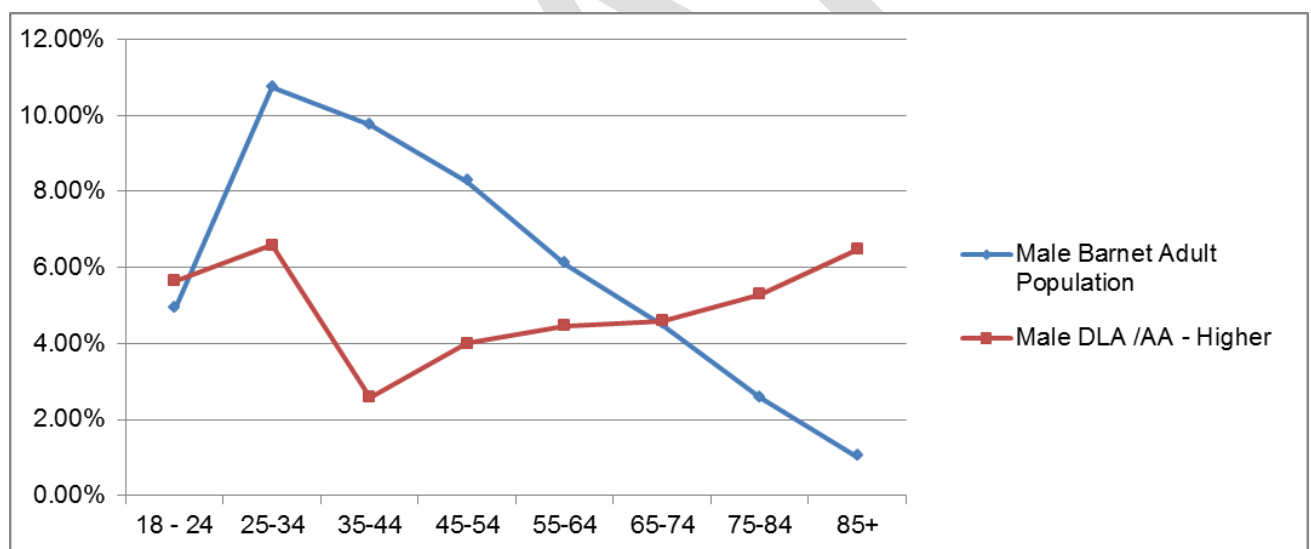
Age Band	Barnet Adult Population		Female – DLA /AA: Higher Rate	
18 - 24	13,514	4.7%	21	2.5%
25-34	32,326	11.2%	35	4.1%
35-44	29,468	10.3%	33	3.9%
45-54	26,047	9.1%	35	4.1%
55-64	19,006	6.6%	50	5.9%
65-74	15,026	5.2%	72	8.5%
75-84	9,364	3.3%	100	11.8%
85+	5,205	1.8%	167	19.6%



There is a significant difference between the age profile for females in receipt of the higher rate of DLA/AA and the age profile for females in the Barnet population as a whole. There is a greater proportion of females aged 55 and over receiving the Higher DLA/AA.

Age/gender profiles of people who receive higher DLA/AA – Male

Age Band	Barnet Adult Population		Male – DLA /AA: Higher Rate	
18 - 24	14,111	4.9%	48	5.6%
25-34	30,855	10.7%	56	6.6%
35-44	28,027	9.8%	22	2.6%
45-54	23,738	8.3%	34	4.0%
55-64	17,497	6.1%	38	4.5%
65-74	12,924	4.5%	39	4.6%
75-84	7,384	2.6%	45	5.3%
85+	2,955	1.0%	55	6.5%



There is a significant difference between the age profile for males in receipt of the higher rate of DLA/AA and the age profile for males in the Barnet population as a whole. There is a greater proportion of males aged 65 and over receiving the higher rate DLA/AA.

In conclusion, when compared to the Barnet population as a whole, older people in general and females more than males are disproportionately affected by changes to the treatment of higher rate of DLA/AA, when assessing how much people can afford to contribute..

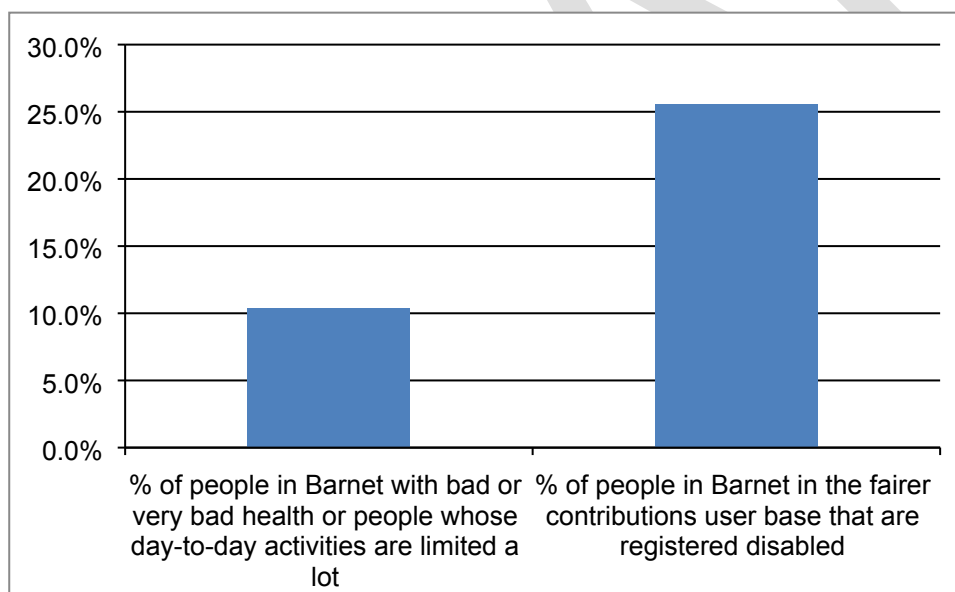
DISABILITY PROFILES

The Barnet Demographics Data Dashboard uses census data to profile health and disability under the following two categories: 'People with Bad or Very Bad Health' and 'People whose Day-to-day activities are limited a lot'.

This is not directly comparable with the data held by the Council about people in the fairer contributions user base and therefore the following disability profile of people impacted by the proposals compared to the Barnet population as a whole is only indicative.

Disability profiles of people who use community care services in the fairer contributions user base

% of people in Barnet with bad or very bad health or people whose day-to-day activities are limited a lot	10.4%
% of people in Barnet in the fairer contributions user base that are registered disabled	25.6%

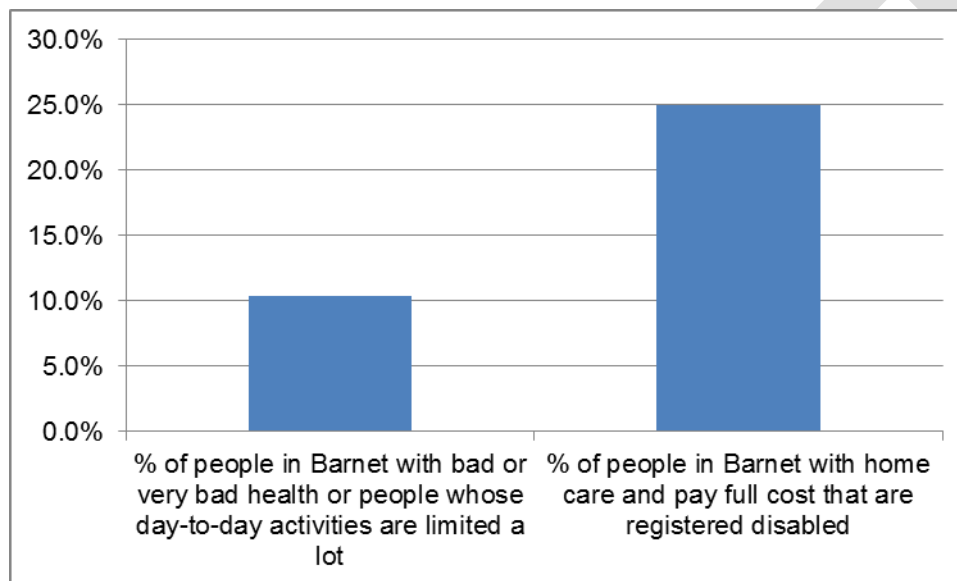


The proportion of people who use community care services (in the Barnet fairer contributions user base) is greater than the proportion of people in Barnet that have bad or very bad health or whose day to day activities are limited a lot.

In conclusion, when compared to the Barnet population as a whole, there is a disproportionate adverse impact on people living with disability by a change to contributions for community care services.

Disability profiles of people who use home care services and pay full cost

% of people in Barnet with bad or very bad health or people whose day-to-day activities are limited a lot	10.4%
% of people in Barnet with home care that are registered disabled	25.0%

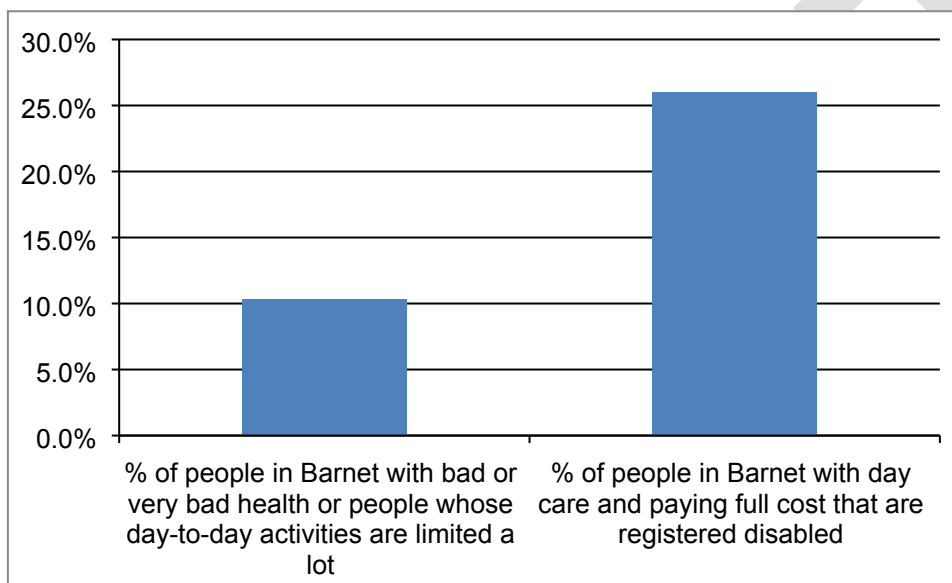


People who use home care services and pay full cost for the service are more likely to live with disability than the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, people living with disability are proportionately adversely impacted by a change in the contribution for day care services.

Disability profiles of people who use day care services and pay full cost

% of people in Barnet with bad or very bad health or people whose day-to-day activities are limited a lot	10.4%
% of people in Barnet with day care and paying full cost that are registered disabled	26.0%

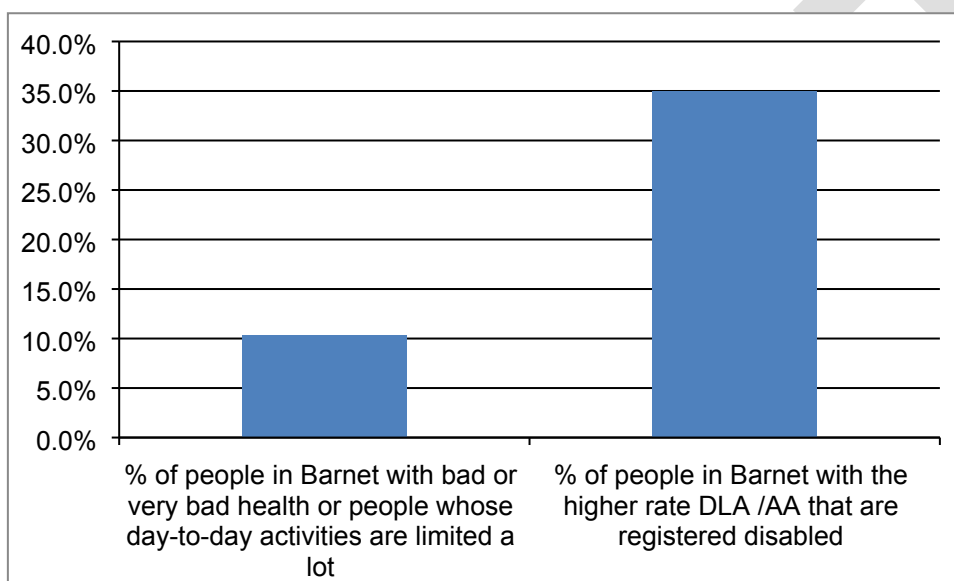


People who use day care services and pay full cost for the service are more likely to live with disability than the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, people living with disability are disproportionately adversely impacted by a change in the contribution for day care services.

Disability profiles of people who receive the higher rate DLA/AA

Percentage of people in Barnet with bad or very bad health or people whose day-to-day activities are limited a lot	10.4%
Percentage of people in Barnet with the higher rate DLA /AA that are registered disabled	35.0%



People in receipt of the higher rate of DLA/AA are more likely to live with disability than the Barnet population as a whole.

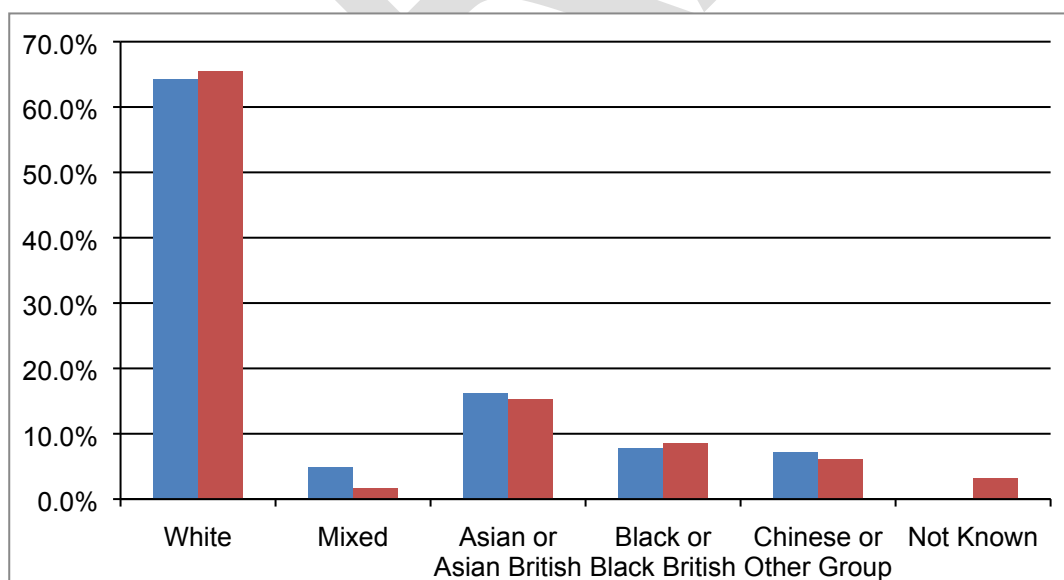
In conclusion, when compared to the Barnet population as a whole, there is a disproportionate adverse impact on people living with disability by a change to the treatment of higher rate of DLA/AA, when assessing how much people can afford to contribute.

ETHNICITY PROFILES

Note that in order to provide comparable data sets, the data in these graphs for adult social care does not include people whose ethnicity is not recorded or who declined to provide information. Also, in order to best present the data graphically, the upper level of ethnicity has been used.

Ethnicity profiles of Barnet's population and the fairer contributions service user base

Ethnicity	Barnet Population	Fairer Contributions Service User Base	
White	64.2%	1921	65.4%
Mixed	4.8%	48	1.6%
Asian or Asian British	16.2%	447	15.2%
Black or Black British	7.7%	249	8.5%
Chinese or Other Group	7.2%	180	6.1%
Not Known	0.0%	93	3.2%



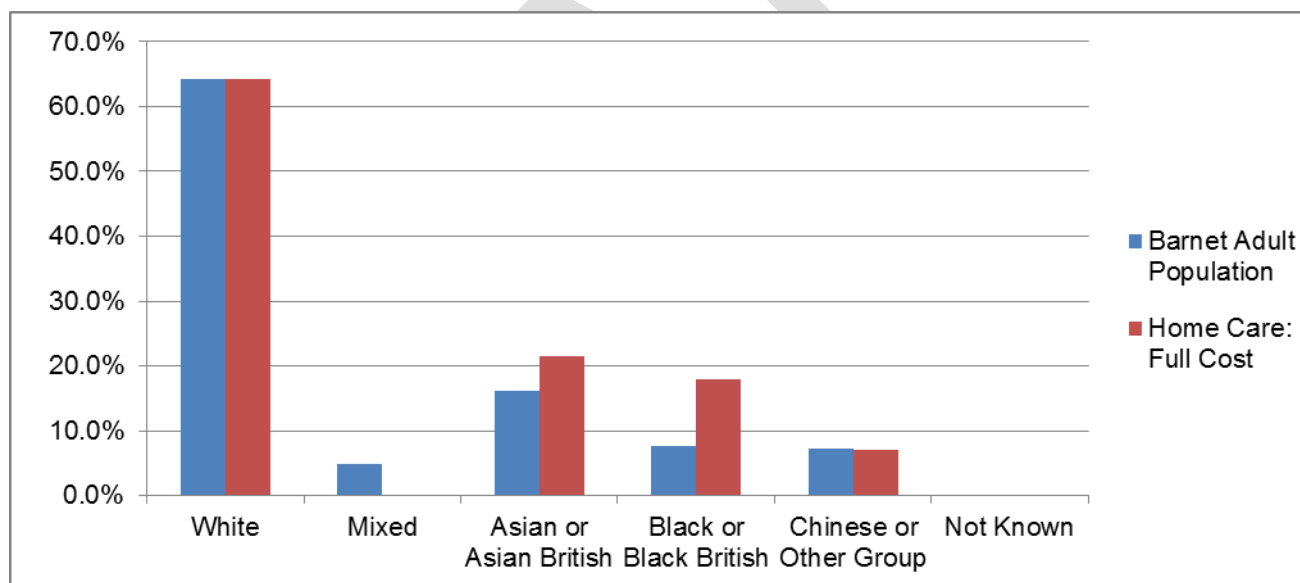
People who use community care services (i.e. the Fairer Contributions user base) have a broadly similar ethnicity profile when compared to the profile for the Barnet adult population as a whole.

In conclusion, any change to contributions for community care services is unlikely to have a disproportionate impact on any ethnic group.

Ethnic profiles of people who use home care services

Ethnicity	Barnet Adult Population	Home Care: Full Cost	
White	64.2%	*	64.3%
Mixed	4.8%		0.0%
Asian or Asian British	16.2%		21.4%
Black or Black British	7.7%		17.9%
Chinese or Other Group	7.2%		7.1%
Not Known	0.0%		0.0%

*Note: Numbers removed to prevent identification of individuals.



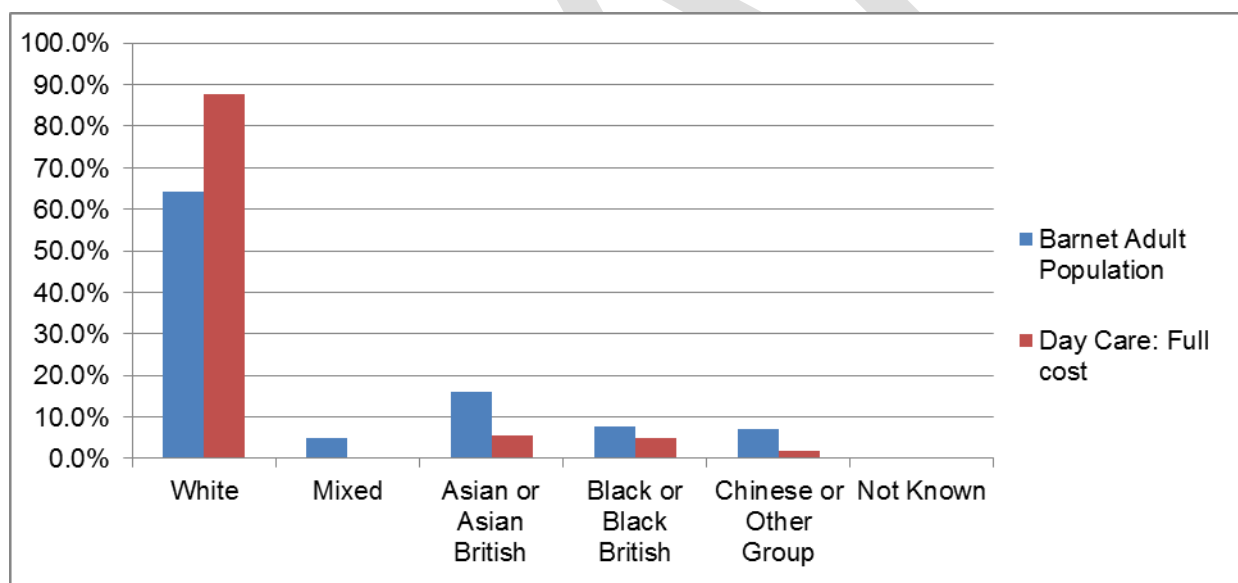
People from the Asian and Black ethnic groups are proportionately over-represented in the group of people who use home care services when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there would be a disproportionate adverse impact on people of Asian and Black ethnic groups by changing the contributions for day care.

Ethnic profiles of people who use day care services

Ethnicity	Barnet Adult Population	Day Care: Full cost	
White	64.2%	*	87.7%
Mixed	4.8%		0.0%
Asian or Asian British	16.2%		5.5%
Black or Black British	7.7%		4.9%
Chinese or Other Group	7.2%		1.8%
Not Known	0.0%		0.0%

*Note: Numbers removed to prevent identification of individuals.

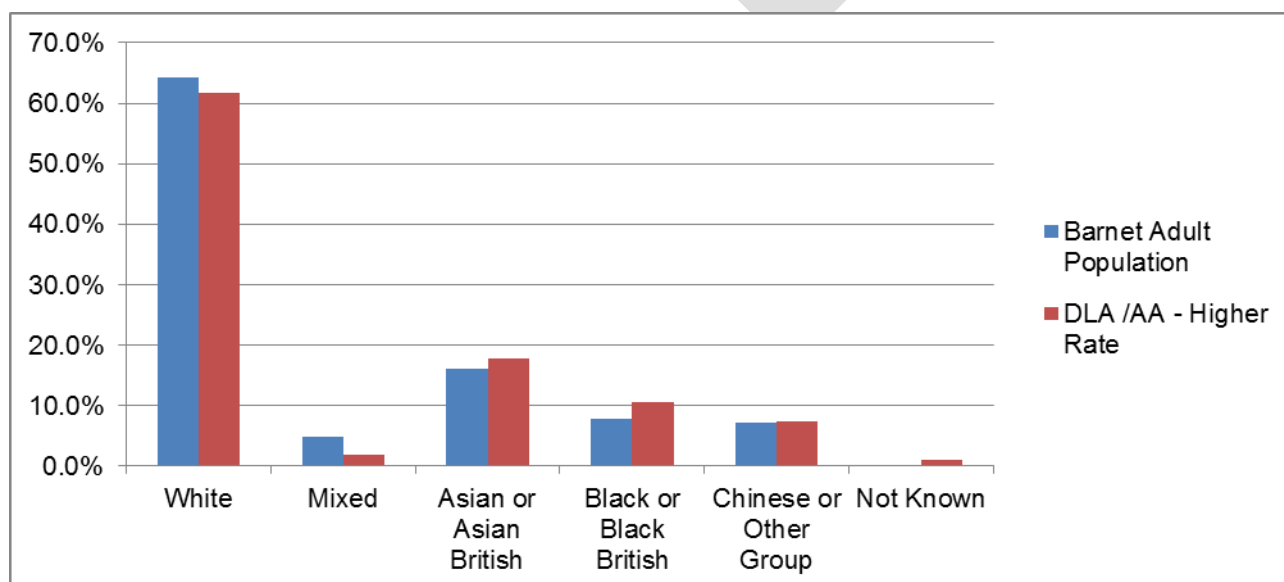


The white ethnic group is proportionately over-represented in the group of people who use day care services when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there is a disproportionate adverse impact on the white ethnic group by changing the contributions for day care.

Ethnicity profiles of people who receive higher DLA/AA

Ethnicity	Barnet Adult Population	DLA /AA - Higher Rate	
White	64.2%	524	61.6%
Mixed	4.8%	15	1.8%
Asian or Asian British	16.2%	151	17.8%
Black or Black British	7.7%	89	10.5%
Chinese or Other Group	7.2%	62	7.3%
Not Known	0.0%	9	1.1%



People in receipt of the higher rate of DLA/AA have a similar ethnicity profile to the profile of the Barnet Population as a whole.

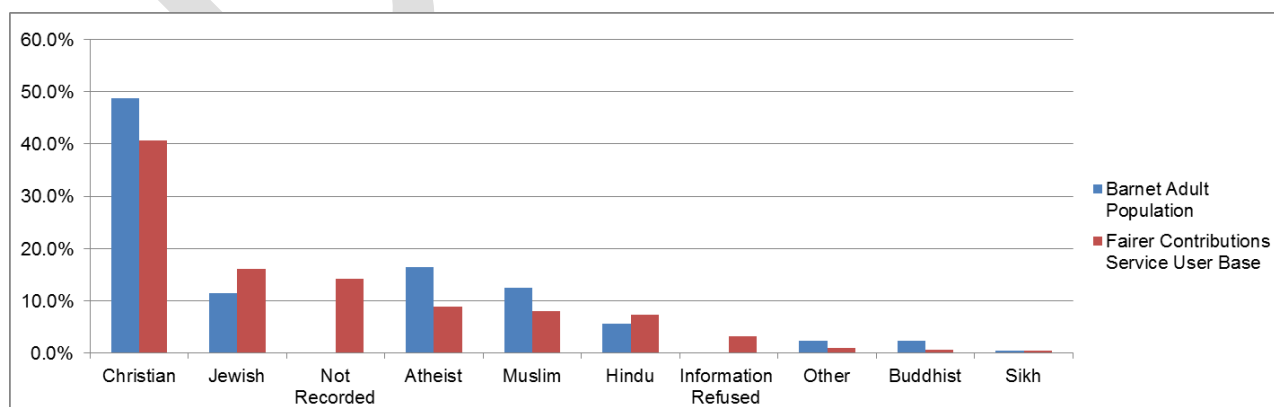
In conclusion, when compared to the Barnet population as a whole, there is no disproportionate impact on any ethnic group by a change to the treatment of higher rate of DLA/AA when assessing how much people can afford to contribute.

RELIGION PROFILES

Note that in order to provide comparable data sets, the data used for the graphs for adult social care does not include people whose religion is not recorded or who declined to provide information.

Religion profiles of Barnet's population and the fairer contributions service user base

Religion	Barnet Adult Population	Fairer Contributions Service User Base	
Christian	48.8%	1,192	40.6%
Jewish	11.5%	471	16.0%
Not Recorded	0.0%	418	14.2%
Atheist	16.4%	260	8.8%
Muslim	12.5%	234	8.0%
Hindu	5.7%	214	7.3%
Information Refused	0.0%	92	3.1%
Other	2.4%	27	0.9%
Buddhist	2.3%	18	0.6%
Sikh	0.4%	12	0.4%



The Jewish and Hindu faiths are proportionately over-represented and the Christian, Atheist and Muslim faiths are proportionately under-represented in the group of people who use community care services when

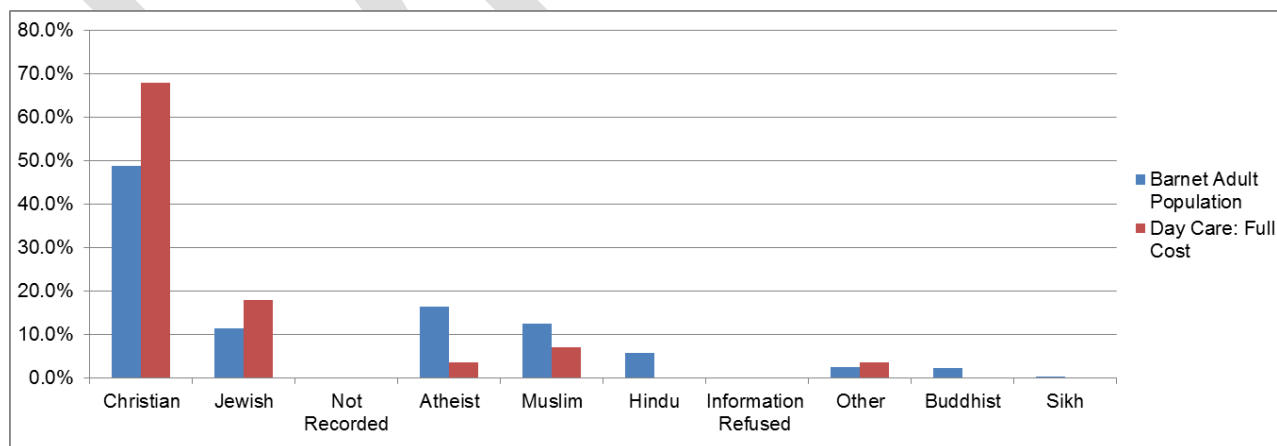
compared to the Barnet population as a whole. With those exceptions, people who use community care services (i.e. the Fairer Contributions user base) have a broadly similar religion profile when compared to the profile for the Barnet adult population as a whole.

In conclusion, when compared to the Barnet population as a whole, there will be a disproportionate adverse impact on the Jewish and Hindu faith groups and a slight disproportionate favourable impact on Christian, Atheist and Muslim faith groups.

Religion profiles of people who use day care services

Religion	Barnet Adult Population	Day Care: Full Cost
Christian	48.8%	* 67.9%
Jewish	11.5%	17.9%
Not Recorded	0.0%	0.0%
Atheist	16.4%	3.6%
Muslim	12.5%	7.1%
Hindu	5.7%	0.0%
Information Refused	0.0%	0.0%
Other	2.4%	3.6%
Buddhist	2.3%	0.0%
Sikh	0.4%	0.0%

*Note: Numbers removed to prevent identification of any individuals.



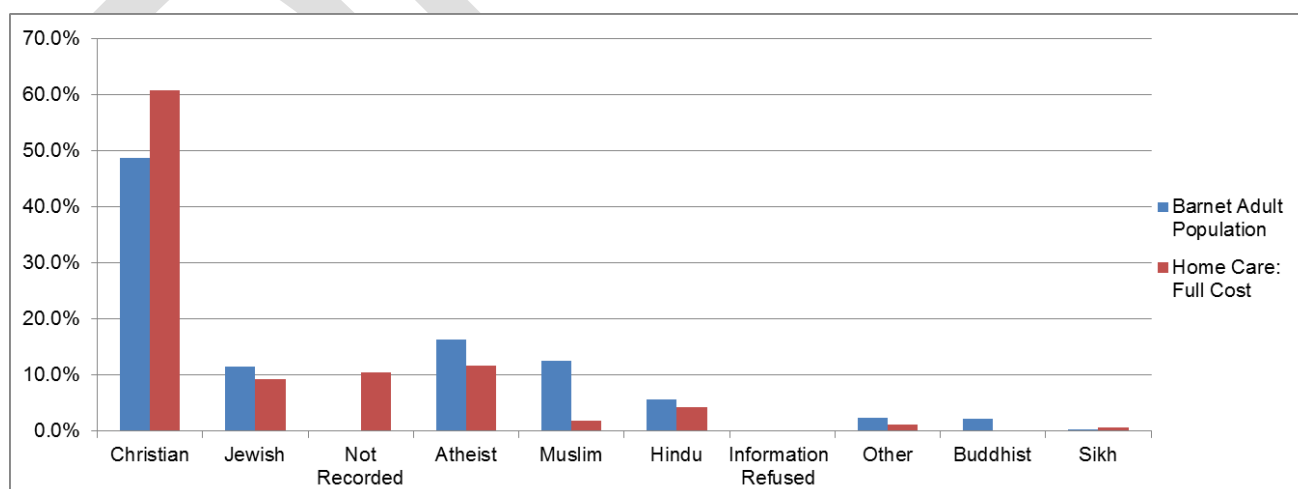
The Christian and Jewish faith groups are proportionately over-represented and the Atheist, Muslim and Hindu faith groups are proportionately under-represented in group of people who use day care services when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there will be a disproportionate adverse impact on the Christian and Jewish faith groups and a disproportionate favourable impact on the Atheist, Muslim and Hindu faith groups by changing the contributions for day care

Religion profiles of people who use home care services

Religion	Barnet Adult Population	Home Care: Full Cost
Christian	48.8%	*
Jewish	11.5%	
Not Recorded	0.0%	
Atheist	16.4%	
Muslim	12.5%	
Hindu	5.7%	
Information Refused	0.0%	
Other	2.4%	
Buddhist	2.3%	
Sikh	0.4%	

*Note: Numbers removed to prevent identification of any individuals.



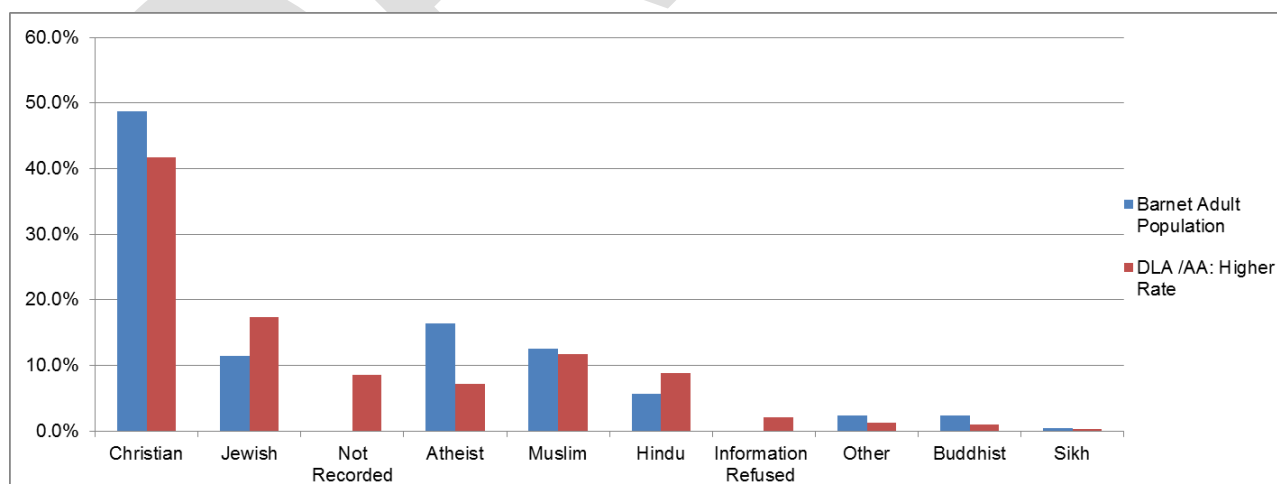
The Christian faith group is proportionately over-represented and the Jewish, Atheist and Muslim faith groups are proportionately under-represented as users of home care services when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there will be a disproportionate adverse impact on the Christian faith group by changing the contributions for home care

Religion profiles of people who receive higher DLA/AA

Religion	Barnet Adult Population	DLA /AA: Higher Rate
Christian	48.8%	* 41.6%
Jewish	11.5%	17.4%
Not Recorded	0.0%	8.6%
Atheist	16.4%	7.2%
Muslim	12.5%	11.8%
Hindu	5.7%	8.8%
Information Refused	0.0%	2.1%
Other	2.4%	1.3%
Buddhist	2.3%	0.9%
Sikh	0.4%	0.2%

*Note: Numbers removed to prevent identification of individuals.



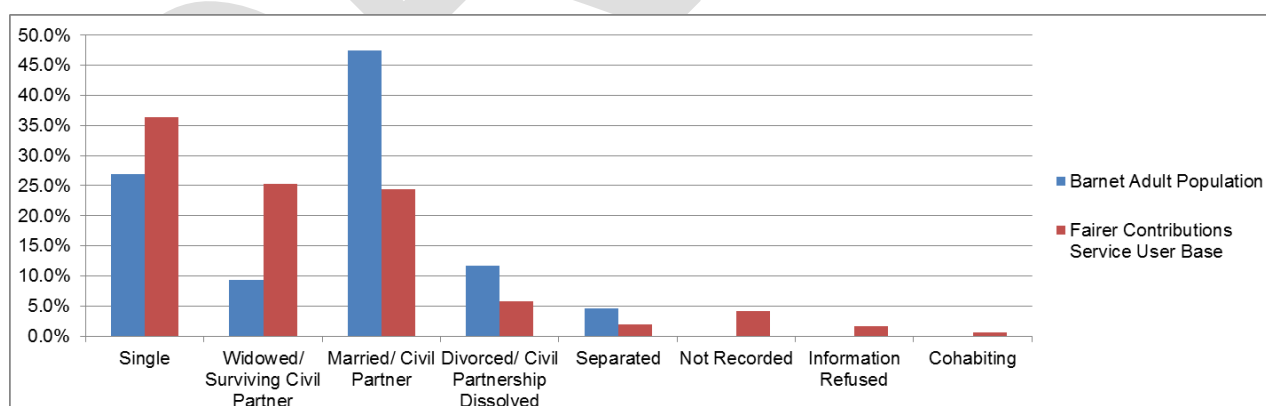
The Jewish and Hindu faiths are proportionately over-represented and the Christian and Atheist faiths are proportionately under-represented in the in the group of people who receive the higher rate of DLA/AA when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there will be a disproportionate adverse impact on the Jewish and Hindu faith groups and a slight disproportionate favourable impact on Christian and Atheist faith groups by a change to the treatment of higher rate of DLA/AA when assessing how much people can afford to contribute

MARITAL STATUS PROFILES

Marital status profiles for Barnet's population and the fairer contributions service user base

Marital Status	Barnet Adult Population	Fairer Contributions Service User Base	
Single	27.0%	1,071	36.5%
Widowed/ Surviving Civil Partner	9.3%	742	25.3%
Married/ Civil Partner	47.5%	715	24.3%
Divorced/ Civil Partnership Dissolved	11.7%	168	5.7%
Separated	4.6%	55	1.9%
Not Recorded	0.0%	123	4.2%
Information Refused	0.0%	48	1.6%
Cohabiting	0.0%	16	0.5%



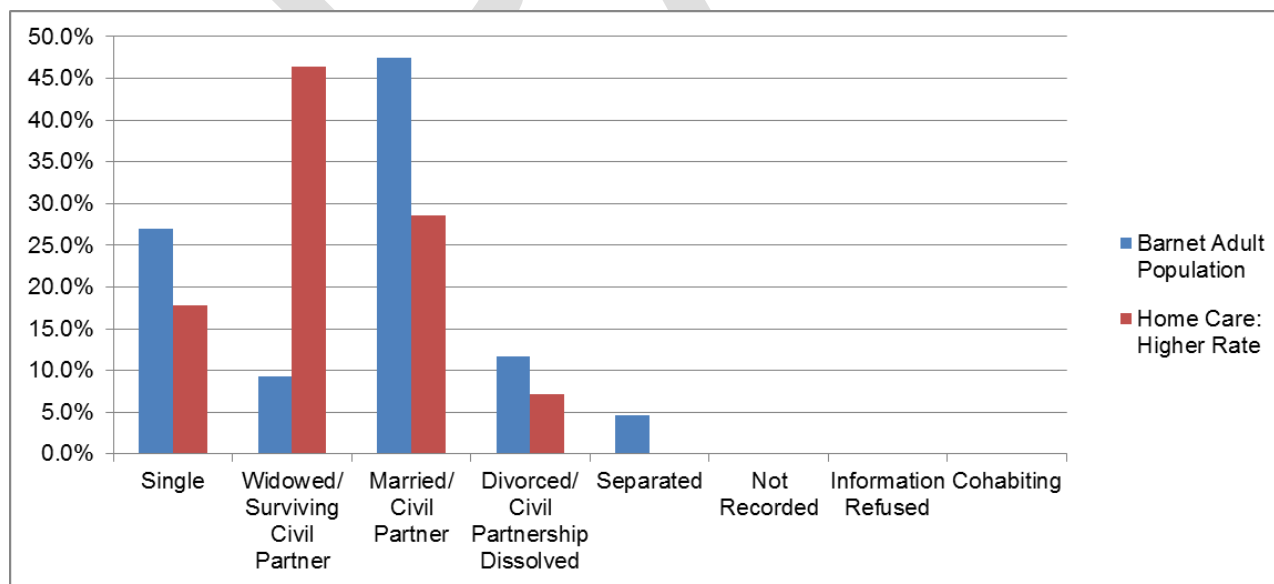
The fairer contributions service user base has a lower proportion of people who are married or a civil partner and divorced/civil partnership dissolved; and a higher proportion of single people and widowed/ surviving civil partner when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there will be a disproportionate adverse impact on the single and widowed/ surviving civil partner groups by a change to contributions for community care services.

Marital status profiles of people who use home care services

Marital Status	Barnet Adult Population	Home Care: Higher Rate	
Single	27.0%	*	17.9%
Widowed/ Surviving Civil Partner	9.3%		46.4%
Married/ Civil Partner	47.5%		28.6%
Divorced/ Civil Partnership Dissolved	11.7%		7.1%
Separated	4.6%		0.0%
Not Recorded	0.0%		0.0%
Information Refused	0.0%		0.0%
Cohabiting	0.0%		0.0%

*Note: Numbers removed to prevent identification of individuals.



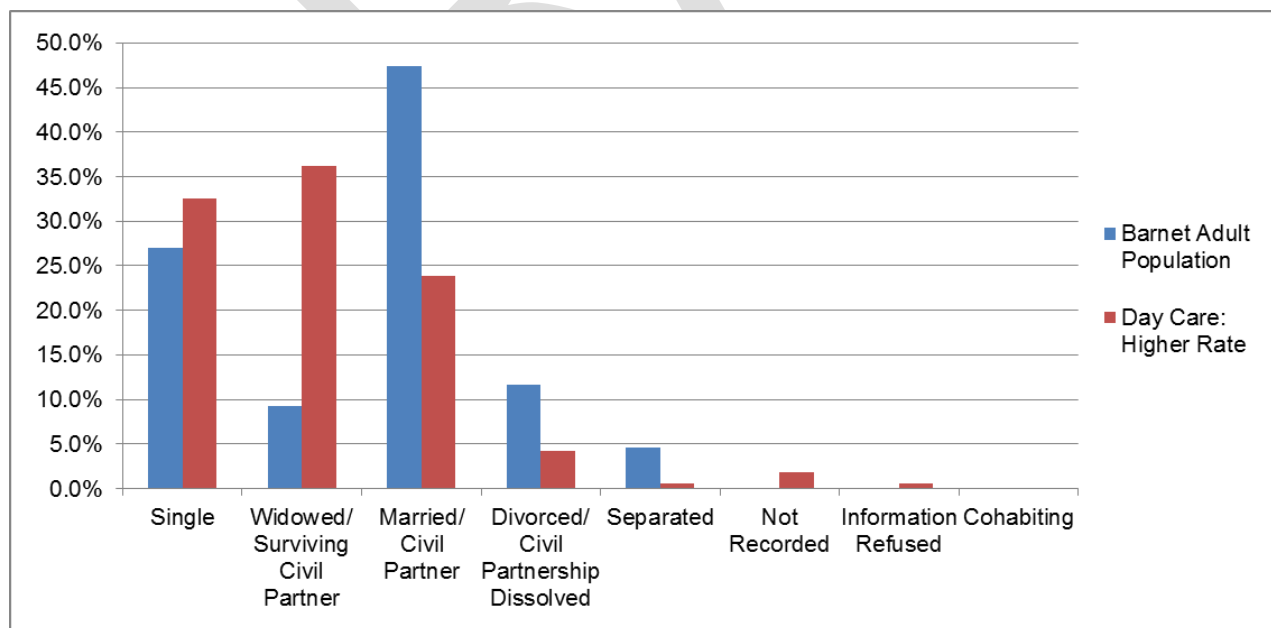
People that are widowed/ surviving civil partner and paying full cost for home care are proportionately over-represented; and people that are single, married/ civil partner, divorced/ civil partnership dissolved or separated are proportionately under-represented when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there will be a disproportionate adverse impact on the group of people who are widowed/ surviving civil partner and a disproportionately favourable impact on the group of people who are single, married/ civil partner, divorced/ civil partnership dissolved or separated by a change to contributions for day care services

Marital status profiles of people who use day care services and pay full cost

Marital Status	Barnet Adult Population	Day Care: Higher Rate
Single	27.0%	* 32.5%
Widowed/ Surviving Civil Partner	9.3%	36.2%
Married/ Civil Partner	47.5%	23.9%
Divorced/ Civil Partnership Dissolved	11.7%	4.3%
Separated	4.6%	0.6%
Not Recorded	0.0%	1.8%
Information Refused	0.0%	0.6%
Cohabiting	0.0%	0.0%

*Note: Numbers removed to prevent identification of individuals.



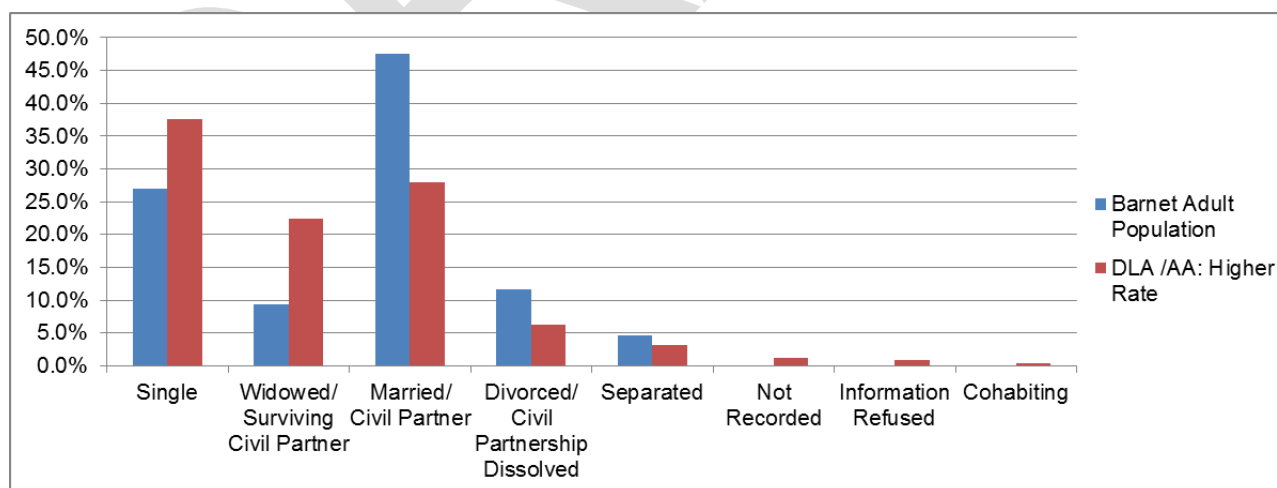
People that are single or widowed/ surviving civil partner and paying full cost are proportionately over-represented; and people that are married/ civil partner, divorced/ civil partnership dissolved or separated are proportionately under-represented when compared to the Barnet population as a whole.

In conclusion, when compared to the Barnet population as a whole, there will be a disproportionate adverse impact on the group of people who are single or widowed/ surviving civil partner and a disproportionately favourable impact on the group of people who are married/ civil partner, divorced/ civil partnership dissolved or separated By a change to contributions for day care services.

Marital status profiles of people who receive higher DLA/AA

Marital Status	Barnet Adult Population	DLA /AA: Higher Rate	
Single	27.0%	*	37.6%
Widowed/ Surviving Civil Partner	9.3%		22.5%
Married/ Civil Partner	47.5%		28.0%
Divorced/ Civil Partnership Dissolved	11.7%		6.2%
Separated	4.6%		3.2%
Not Recorded	0.0%		1.2%
Information Refused	0.0%		0.8%
Cohabiting	0.0%		0.5%

*Note: Numbers removed to prevent identification of individuals.



Single and widowed/ surviving civil partner groups are proportionately over-represented and the married/ civil partner and divorced/ civil partnership dissolved are proportionately under-represented in the group of people in receipt of the higher rate of DLA/AA when compared to the Barnet population as a whole

In conclusion, when compared the Barnet population as a whole, the single and widowed/ surviving civil partner groups will be disproportionately adversely affected by any change to the treatment of higher rate

of DLA/AA when assessing how much people can afford to contribute

DRAFT

The qualities impact has been reviewed following the consultation and no changes were considered necessary before a final decision.

Monitoring will be conducted immediately following the completion of the annual financial reviews which will apply the policy. This analysis will show the protected characteristics of those people impacted by increases in contributions.

Monitoring will be repeated the following year to determine if there has been any change to the protected characteristics of the impacted group.

9. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The proposal is not anticipated to have an impact on community cohesion.

10. 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*

The Council identified the groups of people affected by the proposal. The public consultation exercise included contacting everybody who uses services (including carers) and offered various routes (internet, email, phone) for them to contribute towards the consultation or seek advice about their own personal circumstances. The different routes were selected with regard to access for people living with a disability.

Overall Assessment

11. Overall impact			
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ⁹ <input checked="" type="checkbox"/>	No Impact <input type="checkbox"/>	
12. 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"/>		
13. 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"/>

14. Please give full explanation for how the overall assessment and outcome was decided.
<p>The proposals have been developed following on from the process of assessing options to address the financial challenges facing the Council</p> <p>The data for this Equalities impact analysis came from the Barnet Demographics Data Dashboard (September 2016) and SWIFT, the Council's care management IT system.</p> <p>The Barnet Demographics Data Dashboard presents data from the following sources</p>

⁹ '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 Issue	Source
Age	GLA 2015, Borough-Preferred Option
Gender	GLA 2015, Borough-Preferred Option
Sexual Orientation	NOMIS, ONS 2011
Marriage / Civil Partnership	NOMIS, ONS 2011
English as an Additional Language	GLA Ward Profile (Jul 2014)*, ONS 2011
Ethnic Group	GLA Ward Profile (Jul 2014)*, ONS 2011 GLA 2012 Ethnic Group Projections and GLA 2013 Borough-Preferred Option
Religious Category	GLA Ward Profile (Jul 2014)*, ONS 2011 Percentage of Population by Religion, Borough - http://data.london.gov.uk/dataset/percentage-population-religion-borough/resource/abfb6175-f489-4c6e-add2-f4d323183224
Pregnancy and Maternity Rates	GLA Ward Profile (Jul 2014)*, ONS Vital Statistics Table 4
	GLA Ward Profile (Jul 2014)*, ONS Vital Statistics Table 4
Carers	NOMIS, ONS 2011
Disability and Health	GLA Ward Profile (Jul 2014)*, ONS 2011 GLA Ward Profile (Jul 2014)*, HSCIC National Child Measurement Programme GLA Ward Profile (Jul 2014)*, Greenspace Information for Greater London, Ordnance Survey GLA Ward Profile (Jul 2014)*, ONS 2011 GLA Life Expectancy at Birth and Age 65 by Ward (GLA, 2010 - 2014)

The proposed changes

There are three different types of proposed changes and each affects different groups of people:

- Increasing the maximum amount that someone using home care or day care services will pay as their assessed contribution.

This change will only affect people who already pay the maximum contribution towards their care services.

The amount that someone who pays the maximum contribution and uses home care services will pay would increase by £1.44 for every hour of home care they actually receive. This is provided to

the council by the home care provider when billing for services.

The amount that someone who pays the maximum contribution and uses day care services will pay would increase to reflect the full charge made by their day care provider.

- Changing what is included as income when assessing how much someone can afford to contribute.

This change will only affect people who are in receipt of:

- a) the care component of Disability Living Allowance who do not have eligible night time care services
- b) the higher rate of Attendance Allowance who do not have eligible night time care services
- c) Personal Independence Payments.

An additional £27.20 (the difference between the higher rate and the middle rate of DLA and the difference between the higher rate and the lower rate of AA) will be treated as income when assessing how much the people described above can afford to contribute. Exactly how much more they would be expected to contribute as a result of this specific change will depend on their total income. It would not exceed £27.20/week (2016/17 rates).

To gauge what other councils are doing in respect of counting the higher rate, a straw was emailed to them. There were 31 responses received. The results are presented below.

Already counting the full higher rate	8
Proposing to Change	8
Considering Change	6
Not looking to Change	9
Total	31

- Changing how the Council's guaranteed minimum income is set.

The guaranteed minimum income is the threshold below which people are not expected to make contributions. The Council's guaranteed minimum income is currently set at existing benefit rates + 25%. Until now, this has been how the Department of Health worked out its guidance on guaranteed minimum income. However, this year the Department of Health maintained its guidance at 2015/16 levels even though some benefits increased. This proposal will ensure that the Council's guaranteed minimum income is brought in line with the Department of Health's guidance in future. This is in accordance with the original intent of the Policy.

Because of the condition included in the proposal not to reduce the Council's guaranteed minimum income below its current level, this will ensure minimum guarantee amounts are at least maintained at current levels. .

Consultation

Residents were able to engage with the consultation in one of three ways:

- Online survey published on Engage Barnet, the Council's consultation hub.
- Paper copies of the consultation document and consultation questionnaire, including in Easy Read format.
- Face to face workshops held around the Borough.

Invitations were sent to key stakeholders in the voluntary and community sector to invite them to have a presentation at one of their next meetings.

The face to face workshops were:

- Run at four points, one in November 2016, one in December 2016 and two in January 2017.
- Sessions were held at three different locations covering both sides of the Borough. Those receiving community social care services from the Council were sent a letter inviting them to participate, a summary of the proposed changes, the consultation document, the consultation questionnaire and a reply paid envelope. For people with learning difficulties the pack was translated to EasyRead.

All recorded carers of people who receive community social care services from the Council were sent a letter inviting them to participate and a summary of the proposed changes. They could request a paper copy of the consultation document and questionnaire for themselves if they wished.

There was a dedicated phone number and email address for people to contact if they had any questions about the consultation.

The main methods of communication used throughout this consultation were:

- Consultation Packs.
- Online Information on Engage Barnet.
- Direct Letter to users of Non-Residential Social Care Services.
- Summary Sheet of proposed changes.
- Presentations at voluntary and community sector meetings.
- Presentations at working groups.
- Staff Newsletter.
- SMT Briefing.
- Committee reports.

Implementation

If a decision is made to proceed with the proposed changes then the Fairer Contributions Policy will be changed.

Everybody's contribution is reviewed once a year, usually in April to coincide with the annual change in benefit and pension rates. The reviews for 2017/18 will apply the changes to the Fairer Contributions Policy.

Everybody who receives community care services from the Council will be sent a letter asking them about any disability related expenditure before their annual financial review. This financial review will take account of the new policy and the Council will write to them again when it has been completed. Changes to contributions will start on 1 April 2017 at the earliest and will not be backdated should someone's review not be completed by that date.

After their review has been completed, people will receive a letter informing them of the outcome of the financial assessment. If someone's contribution has increased following their financial review then the letter will inform them of the revised amount they will have to contribute, details of how the contribution has

been calculated and will be collected along with the contribution that the Council is making. They will be told how they can appeal using the Review and Appeals Procedure in the Fairer Charging Contributions Policy if they are dissatisfied with their review.

Impact Assessment

The overall impact is currently assessed at minimum adverse and the key mitigating factors are

- a) No individual will experience an increase in fees and charges without individual consideration of their financial circumstances in line with the Fairer Contributions Policy.
- b) Any increase in fees and charges would be made only following individual review of their financial assessment to decide (within the criteria set out in the Fairer Contributions Policy) whether or not an individual has the ability to pay.
- c) If someone chooses not to continue with a service they will be offered a strengths-based review and another perspective on how to maintain their independence.
- d) Individuals will be advised to contact the council again should their individual circumstances change.

Following a review of the Equality Impact Assessments for other proposals in the Adults and Safeguarding Committee's revenue savings programme for 2017-20 there does not appear to be any cumulative effect from other proposals on the groups affected by this proposal.

There are several proposals in the General Budget Consultation 2017/18 to increase the social care precept (by 2% or 3%) and general Council Tax (by 1.99%). The Fairer Contributions Policy offsets certain types of expenditure against income. Council tax net of Council Tax Benefit is one of these. This means that an increase in Council Tax (net of Council Tax Benefit) would reduce an individual's assessable income by the same amount.

This equalities impact assessment was reviewed following the consultation exercise and no changes were considered necessary before a final decision is made.

15. 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
People who use non-residential services, their carers and staff understand the proposed changes and feel supported.	Include communications as a key part of the implementation plan.	<p>Written communication with everyone who uses non-residential services and their carers to inform them of the consultation and explain how they can participate. A dedicated telephone number and email address will be provided for people to get in touch if they have any questions.</p> <p>Written communication sent to all appropriate staff to ensure that they understand the proposals and are able to offer full support to people who use non-residential services and their carers.</p> <p>Continue to ensure that staff are supporting people who use services and their carers through the changes.</p>	Gary Johnson / Jon Dickinson	February 2017 and then ongoing
No individual will experience an increase in fees and charges without individual consideration of their financial circumstances in line with the Fairer Contributions Policy.		<p>Written communication will be sent to everyone who uses non-residential services informing them of the changes to the policy and asking about their disability related expenditure.</p> <p>Financial reviews of people with direct payments will be</p>	Gary Johnson / Jon Dickinson	February 2017 and then ongoing
Any increase in fees				

Equality Objective	Action	Target	Officer responsible	By when
and charges would be made only following individual review of their financial assessment to judge (within the criteria set out in the Fairer Contributions Policy) whether or not an individual has the ability to pay.		prioritised to take place as early as possible. This is because of the advance payments necessitated by the implementation of Mosaic.		
Everybody who receives community care services from the Council will be kept informed of the changes being made and how this will affect them.		<p>After their review has been completed, they will receive a letter informing them whether or not their contributions have changed.</p> <p>If someone's contribution has increased following their financial review then the letter will inform them of the revised amount they will have to contribute, details of how the contribution has been calculated and will be collected along with the contribution that the Council is making. They will be told how they can appeal using the Review and Appeals Procedure in the Fairer Charging Contributions Policy if they are dissatisfied with their review.</p>	Gary Johnson / Jon Dickinson	April 2017 and then ongoing
Monitor and review the effect on people who are affected by the policy change especially those who		Monitoring will be ongoing and will be conducted immediately following the completion of the annual financial reviews which will	Gary Johnson / Jon Dickinson	April – June 2017 and then April –

Equality Objective	Action	Target	Officer responsible	By when
chose to stop receiving services		<p>apply the policy (2017). This analysis will show the impact on those with protected characteristics by increases in contributions.</p> <p>This will be shared with the Adults and Safeguarding Committee.</p> <p>Monitoring will be repeated in 2018 after the annual financial reviews to determine if there has been any change the protected characteristics of the impacted group.</p>		June 2018

1st Authorised signature (Lead Officer/Project Sponsor)	2nd Authorised Signature (Service lead/Project Manager)
Date:	Date:

EIA 2: To support Adults and Safeguarding Committee Saving R8 Mental Health Step Down

Initial Equality Analysis (EIA) Resident/Service User

1. Details of function, policy, procedure or service:		
Title of what is being assessed:	Mental Health Step Down	
Is it a new or revised: function, policy, procedure or service?	Revised function: Review of current arrangements for service users with mental health conditions currently living in residential placements with a view to promoting independence, supporting people in the community as long as possible and re- integrating people with mental health conditions to be supported to live independently in the community	
Department and Section:	Adults and Communities, Mental Health Service	
Date assessment completed:	13 December 2016	
2. Names and roles of people completing this assessment:		
Lead Officer	James Mass	
Other groups	Service users with mental health issues Carers Residential care providers Supported living providers Extra care providers	
3. Employee Profile of the Project:		
Will the proposal affect employees? DO NOT DELETE THIS SECTION	YES <input type="checkbox"/> If yes, please seek assistance from HR to complete the employee EIA	NO <input checked="" type="checkbox"/> If no please explain why: The changes proposed are to step down service users from residential care into supported living. This will not have a direct impact on staff as the process is already being followed.

4. How are the following equality strands affected?

Please detail the effect on each equality strand and any mitigating action you have taken/ require. 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"/>	<p>Current Barnet residential service users by category:</p> <table border="1"> <thead> <tr> <th>Category*</th><th>18-64 (YA)</th><th>65+ (OA)</th><th>All</th></tr> </thead> <tbody> <tr> <td>Physical Disabilities/Sensory Impairment</td><td>60</td><td>444</td><td>504</td></tr> <tr> <td>Learning Disabilities</td><td>175</td><td>40</td><td>215</td></tr> <tr> <td>Mental Health</td><td>77</td><td>77</td><td>154</td></tr> <tr> <td>Dementia/Support with Memory and Cognition</td><td></td><td></td><td>182</td></tr> <tr> <td>Other Vulnerable Adults</td><td></td><td></td><td>32</td></tr> <tr> <td>Grand Total</td><td>318</td><td>769</td><td>1,087</td></tr> </tbody> </table> <p>* Service Users' Main Categories have been merged, where there are low numbers, in order to ensure individuals cannot be identified</p> <p>Current Barnet residential service users with mental health issues on Swift by Age:</p>	Category*	18-64 (YA)	65+ (OA)	All	Physical Disabilities/Sensory Impairment	60	444	504	Learning Disabilities	175	40	215	Mental Health	77	77	154	Dementia/Support with Memory and Cognition			182	Other Vulnerable Adults			32	Grand Total	318	769	1,087	Review all people before proposing changes. Only those suitable will be stepped down.
Category*	18-64 (YA)	65+ (OA)	All																												
Physical Disabilities/Sensory Impairment	60	444	504																												
Learning Disabilities	175	40	215																												
Mental Health	77	77	154																												
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Other Vulnerable Adults			32																												
Grand Total	318	769	1,087																												

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken/ or is planned to mitigate impact?																
		<table><tr><th>Age Group</th><th>Number</th></tr><tr><td>18-44</td><td>27</td></tr><tr><td>45-54</td><td>24</td></tr><tr><td>55-64</td><td>26</td></tr><tr><td>65-74</td><td>27</td></tr><tr><td>75-84</td><td>28</td></tr><tr><td>85+</td><td>22</td></tr><tr><td>Grand Total</td><td>154</td></tr></table> <p>Older adults are more likely to make up the population or residents in residential care. Therefore, these proposals will have a greater impact on this cohort of residents in Barnet. However, when this is focused on those with mental health issues, the number of younger adults and the number of older adults in residential care with mental health issues is evenly spread.</p>	Age Group	Number	18-44	27	45-54	24	55-64	26	65-74	27	75-84	28	85+	22	Grand Total	154	
Age Group	Number																		
18-44	27																		
45-54	24																		
55-64	26																		
65-74	27																		
75-84	28																		
85+	22																		
Grand Total	154																		
2. Disability	Yes <input type="checkbox"/> No <input type="checkbox"/>	Do not have data on this in Swift																	
3. Gender reassignment	Yes <input type="checkbox"/> No <input type="checkbox"/>	Do not have data on this in Swift																	

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken/ or is planned to mitigate impact?																
4. Pregnancy and maternity	Yes <input type="checkbox"/> No <input type="checkbox"/>	Do not have data on this in Swift																	
5. Race/ Ethnicity	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>Current Barnet residential service users with mental health issues on Swift by Ethnic Group:</p> <table><tr><th>Ethnic Groups</th><th>Number</th></tr><tr><td>White British</td><td>100</td></tr><tr><td>White Irish</td><td>6</td></tr><tr><td>Any other white background</td><td>11</td></tr><tr><td>Asian or Asian British</td><td>11</td></tr><tr><td>Black or Black British</td><td>12</td></tr><tr><td>Any other ethnic group/ Refused/ Not Recorded</td><td>14</td></tr><tr><td>Grand Total</td><td>154</td></tr></table> <p>The majority of adults with mental health issues are of white British ethnic background. However this will not directly disproportionately disadvantage any cohort.</p>	Ethnic Groups	Number	White British	100	White Irish	6	Any other white background	11	Asian or Asian British	11	Black or Black British	12	Any other ethnic group/ Refused/ Not Recorded	14	Grand Total	154	Arrangements will be discussed with (though not necessarily agreed with) individual service users and their carers who will be fully supported to adapt to the new arrangements over a period of time. The arrangements will be monitored (through contact with social worker/ professional) to ensure continued effectiveness.
Ethnic Groups	Number																		
White British	100																		
White Irish	6																		
Any other white background	11																		
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Grand Total	154																		

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken/ or is planned to mitigate impact?																
6. Religion or belief	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>Current Barnet residential service users with mental health issues on Swift by Religion:</p> <table><thead><tr><th>Religion</th><th>Number</th></tr></thead><tbody><tr><td>Christian</td><td>52</td></tr><tr><td>Atheist</td><td>37</td></tr><tr><td>Jewish</td><td>36</td></tr><tr><td>Not Recorded</td><td>10</td></tr><tr><td>Muslim/Hindu/Sikh/Other</td><td>10</td></tr><tr><td>Information Refused</td><td>9</td></tr><tr><td>Grand Total</td><td>154</td></tr></tbody></table> <p>There is a greater number of service users that are in the Christian religion group. This change may result in some groups being advantaged as moving into a supported living environment may allow them to maintain their beliefs as they wish to. In some cases an appropriate religious residential home is not always a possibility.</p>	Religion	Number	Christian	52	Atheist	37	Jewish	36	Not Recorded	10	Muslim/Hindu/Sikh/Other	10	Information Refused	9	Grand Total	154	Arrangements will be discussed with (though not necessarily agreed with) individual service users and their carers who will be fully supported to adapt to the new arrangements over a period of time. The arrangements will be monitored (through contact with social worker/ professional) to ensure continued effectiveness.
Religion	Number																		
Christian	52																		
Atheist	37																		
Jewish	36																		
Not Recorded	10																		
Muslim/Hindu/Sikh/Other	10																		
Information Refused	9																		
Grand Total	154																		

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken/ or is planned to mitigate impact?										
7. Gender/ Sex	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>Current Barnet residential service users with mental health issues on Swift by Gender:</p> <table><tr><th>Gender</th><th>Number</th></tr><tr><td>Male</td><td>77</td></tr><tr><td>Female</td><td>77</td></tr><tr><td>Grand Total</td><td>154</td></tr></table> <p>The split of male and female residents with mental health issues is equal and the changes proposed will not impact any particular group.</p>	Gender	Number	Male	77	Female	77	Grand Total	154	Arrangements will be discussed with (though not necessarily agreed with) individual service users and their carers who will be fully supported to adapt to the new arrangements over a period of time. The arrangements will be monitored (through contact with social worker/ professional) to ensure continued effectiveness.		
Gender	Number												
Male	77												
Female	77												
Grand Total	154												
8. Sexual orientation	Yes <input type="checkbox"/> No <input type="checkbox"/>	Do not have data on this in Swift											
9. Marital Status	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>Current Barnet residential service users with mental health issues on Swift by Marital Status:</p> <table><tr><th>Marital Status</th><th>Number</th></tr><tr><td>Single</td><td>93</td></tr><tr><td>Married/Civil Partner</td><td>21</td></tr><tr><td>Divorced/Civil Partnership Dissolved</td><td>15</td></tr><tr><td>Widowed/Surviving Civil Partner</td><td>12</td></tr></table>	Marital Status	Number	Single	93	Married/Civil Partner	21	Divorced/Civil Partnership Dissolved	15	Widowed/Surviving Civil Partner	12	Arrangements will be discussed with (though not necessarily agreed with) individual service users and their carers who will be fully supported to adapt to the new arrangements over a period of time. The arrangements will be monitored (through contact with social worker/ professional) to ensure continued effectiveness.
Marital Status	Number												
Single	93												
Married/Civil Partner	21												
Divorced/Civil Partnership Dissolved	15												
Widowed/Surviving Civil Partner	12												

Equality Strand	Affected?	Explain how affected		Indicate what action has been taken/ or is planned to mitigate impact?												
		<table><tr><td>Not Recorded/Refused/Other</td><td>7</td></tr><tr><td>Separated</td><td>6</td></tr><tr><td>Grand Total</td><td>154</td></tr></table>	Not Recorded/Refused/Other	7	Separated	6	Grand Total	154	<p>A greater proportion of residents with mental health issues are single. The changes proposed will mean people are able to live independently with appropriate support around them. This may initially affect those that are single but is likely to provide a greater benefit in the long run.</p>							
Not Recorded/Refused/Other	7															
Separated	6															
Grand Total	154															
Other key groups?																
10.1. Carers	Yes <input type="checkbox"/> No <input type="checkbox"/>	Please indicate if Young, Parent or Adult carer.														
10.2. People with mental health issues	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>Current Barnet residential service users on Swift by Main Category:</p> <table><tr><th>Category*</th><th>All</th></tr><tr><td>Physical Disabilities/Sensory Impairment</td><td>504</td></tr><tr><td>Learning Disabilities</td><td>215</td></tr><tr><td>Mental Health</td><td>154</td></tr><tr><td>Dementia/Support with Memory and Cognition</td><td>182</td></tr><tr><td>Other Vulnerable Adults</td><td>32</td></tr></table>		Category*	All	Physical Disabilities/Sensory Impairment	504	Learning Disabilities	215	Mental Health	154	Dementia/Support with Memory and Cognition	182	Other Vulnerable Adults	32	Arrangements will be discussed with (though not necessarily agreed with) individual service users and their carers who will be fully supported to adapt to the new arrangements over a period of time. The arrangements will be monitored (through contact with social worker/ professional) to ensure continued effectiveness.
Category*	All															
Physical Disabilities/Sensory Impairment	504															
Learning Disabilities	215															
Mental Health	154															
Dementia/Support with Memory and Cognition	182															
Other Vulnerable Adults	32															

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken/ or is planned to mitigate impact?
		<p>Grand Total 1,087</p> <p>* Service Users' Main Categories have been merged, where there are low numbers, in order to ensure individuals cannot be identified.</p> <p>The number of service users with mental health issues is in the mid-range and the changes proposed are not likely to affect this portion of service users any greater than those in the other main categories.</p>	
10.3. Some families and lone parents	Yes <input type="checkbox"/> No <input type="checkbox"/>		
10.4. People with a low income	Yes <input type="checkbox"/> No <input type="checkbox"/>		
10.5. Unemployed people	Yes <input type="checkbox"/> No <input type="checkbox"/>		
10.6. Young people not in employment	Yes <input type="checkbox"/> No <input type="checkbox"/>		
10.7. Education or training	Yes <input type="checkbox"/> No <input type="checkbox"/>		

5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes

Data sources, measures and methods to monitor the impact of the new policy or service

The impact of the changes will be assessed on an individual case-by-case basis.

The number of people in residential care can be measured on a monthly basis and compared to previous year's data to review the downward shift. This information can be obtained from the case management system (currently SWIFT)

The outcomes for people can be assessed on a case by case basis with feedback from service users and their friends/ families/ carers. This information can be obtained from the carers survey and reviews completed by staff.

Unintended or adverse impact

For those people that prefer the traditional residential placement, the level of satisfaction may be reduced by moving into independent self-supported living.

6. Initial Assessment of Overall Impact

Positive Impact	Negative Impact or Impact Not Known ¹⁰ :	No Impact
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Scale of Impact

Positive impact:	Negative Impact or Impact Not Known:	
Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

8. Outcome

No change to decision	Adjustment needed to	Continue with decision (despite adverse impact/	If significant negative
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¹⁰ '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.

	decision	<i>missed opportunity)</i>	impact - Stop/ rethink
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please give a full explanation for how the initial assessment and outcome was decided.

Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living.

Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. No one assessed as continuing to need residential placement will be transferred to supported living.

The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.

The equalities impact of the proposal is likely to vary on a case by case basis and while short term change may be unwelcome to some, the benefits of the proposals - to promote living independently in the community are expected to outweigh any initial unwelcome impacts. As a result of these changes satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care. Impact will be assessed on an individual basis and should be a positive impact for individuals.

EIA 3: To support Adults and Safeguarding Committee Saving S1 Barnet Integrated Locality Team

Equality Impact Analysis (EIA) 3

Resident/Service User

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Barnet Integrated Locality Team	
Is it a new or revised function, policy, procedure or service? Pilot being mainstreamed across borough	
Department and Section: Joint Commissioning Unit, Commissioning Group	
Date assessment completed: September 2016	
2. Names and roles of people completing this assessment:	
Lead officer	Amisha Lall, Commissioning Lead / Muyi Adekoya, (Acting) Head of Service, Joint Commissioning Unit
Stakeholder groups	Health and Social Care Integration Board
Representative from internal stakeholders	LBB Delivery Unit Barnet Clinical Commissioning Group
Representative from external stakeholders	Royal Free Central London Community Health Care North London Hospice Health Watch BEH MT
Delivery Unit Equalities Network rep	
Performance Management rep	Elissa Rospigliosi
HR rep (for employment related issues)	N/A
3. Full description of function, policy, procedure or service:	
<p>The Barnet Integrated Locality Team (BILT) aim is to deliver appropriate care to older people in the community facilitating and enabling the reduction of avoidable hospital admissions, reduce use of unplanned care, deliver high quality community services for people who have been identified as in need of preventative care and reduce duplication across health and social care services. This includes:</p> <ul style="list-style-type: none"> Partnership working with social care, health services, the voluntary sector and community services 	

- Providing coordinated care and case management through the appropriate pathways, linking acute, primary care, social care services, voluntary sector and community services
- A co-ordinated care plan with an agreed lead professional and care co-ordinator
- Using risk stratification and clinical/professional judgement to identify those who are at high risk of unplanned hospital admissions and/or residential or nursing care homes
- Promoting and embedding a culture of integrated working among the team to deliver the service
- Identifying and providing early interventions as appropriate, preventing avoidable A&E attendance and unplanned admissions to hospital by providing a 'joined-up' service to people with complex health and social care conditions and supporting people who require end of life care
- Working closely with service users, carers, GP's, health and social care professionals and community/voluntary services to ensure care is managed at home as the place of choice
- Promoting self-care planning and self-care management through provision of information and advice, thereby supporting service users and their carers to make informed choices and take control of their health and wellbeing
- Increased use of the Directory of Services and signposting via 111 and, once in place, the citizen portal, which will be available on the London Borough of Barnet website

Over the last few years as part of the move towards integration Barnet has set up several integrated health and social care services which have been delivered through the following phases:

- Phase 1 – involved the introduction of Care Navigators, a Barnet wide multi-disciplinary team meeting (MDT, run once a week), a risk stratification tool (RST) and a Rapid Care Team (RC)
- Phase 2 - involved piloting the Barnet Integrated Locality Team in the west of the Borough. The team started working with patients referred from 7 GP practices and has been extended to all 16 practices (out of 17) in the west of the borough. The team provides intensive support to people with complex needs who are experiencing significant problems and who are at high risk of hospital admission or breakdown of home based care arrangements.

From next year, the commissioning intention is that the different components of the integrated care model are brought into a single service with a phased roll out across the borough ('Phase 3'). The Service will provide a specific focus on collaborative case finding and care planning, deliver joint assessment and care navigation across the system, and provide enhanced specialist interventions for high risk residents (for those registered with a Barnet GP) by embedding the specialist MDT approach into every day practice. The Service will incorporate health and social care and link in with the voluntary sector.

This EIA focuses on the change described as 'phase 3'.

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?	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"/>	Positive impact. The service is intended to target adults across a range of ages that are at level 3 of the risk stratification tool.	Risk stratification tool will be used to identify service users. Service users will be prioritised depending on the risk score. Data to be collected.
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Neutral	BILT will support people with disabilities subject to the patient meeting BILT's criteria. BILT will link with the appropriate specialist services where required e.g. learning disabilities/PSI etc. and where possible, depending on the needs of the individual a rep from the appropriate specialist service will be involved during the assessment. Following the assessment BILT along with the specialist service will agree the parties that need to be involved throughout the support period. Data to be collected.
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact This client group will not be affected any differently from other groups by virtue of their gender re-assignment	N/A
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact This client group will not be affected.	N/A
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Unknown	N/A Data relating to race/ethnicity/religion is not

			<p>available through the risk stratification tool.</p> <p>BILT will link with specialist services where appropriate.</p>
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Unknown	<p>N/A</p> <p>Data relating to race/ethnicity/religion is not available through the risk stratification tool.</p> <p>BILT will link with specialist services where appropriate.</p>
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No impact</p> <p>There will be no disproportionate impact on people by virtue of their gender / sex</p>	Data to be collected.
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No impact</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
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No impact</p> <p>This client group will not be affected any differently from other groups by virtue of their marital status</p>	N/A

<p>10. Other key groups?</p> <p>Carers</p> <p>People with mental health issues</p> <p>Some families and lone parents</p> <p>People with a low income</p> <p>Unemployed people</p> <p>Young people not in employment or education or training</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>Positive impact. Carers will be provided with appropriate carers support.</p> <p>Positive impact</p> <p>Positive impact</p> <p>No impact</p>	<p>BILT will complete carers assessments where appropriate and identify the support that's needed.</p> <p>Older people that meet BILT's criteria and have mental health issues will be supported by the service. The team includes a mental health officer and BILT links with specialist service where appropriate</p> <p>BILT will support all clients that meet the criteria; through effective care coordination between health and social care services.</p>
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		No impact	
		No impact	

4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

It is expected that satisfaction ratings would increase. A number of residents may see this as a positive opportunity to help people to stay independent in the community.

5. How does the proposal enhance Barnet's reputation as a good place to work and live?

A number of residents may see this as a positive opportunity to help people to stay independent in the community.

The purpose of BILT is to improve service response to people in need, reduce costs, and improve process to ultimately achieve higher quality of care. The benefits associated with the implementing the service are broken down as follows:

Older People:

- Care closer to home and in the community
- Avoidance of unnecessary hospital admissions
- A joined up health and social care assessment so that service users do not need to 'repeat their story' multiple times to multiple professionals
- Improved service user/carer experience
- Older people have choice and control over their care and support so that services are built around the needs of individuals and their carers
- Co-ordinated care that prevents duplication and streamlines the number of different health and social care professionals being involved in care provision
- Personalised care plans developed and agreed collaboratively with service users and carers (as appropriate)
- Improve and promote self-care management
- Reduced admissions to long term care settings
- Access to enablement, older people are supported to regain activities of daily living to a level that allows them to stay at home
- Helping people to access services available through the voluntary sector, enabling people to connect to their local community and reduce social isolation

Barnet Health and Social Care:

- Service users have community services alternatives to hospital and care home admissions, therefore reducing unnecessary admissions; supporting early hospital discharges and reducing long term care home placements.

- End to End model of care, that maximises the skills and contributions of the generic and specialist health and social care workforce, for high quality evidence based care pathways that are provided out of hospital
- Focus on early intervention, prevention, stabilising needs/conditions and delaying need for long term care.
- Provide a point of access for clear and responsive communication
- Reduction in duplication to realise cost savings
- Patients are proactively case managed to reduce the likelihood of an exacerbation of their condition; an unplanned A&E attendance; emergency admission; increase in care package or long term care home placement
- Supports delivery of the Better Care Fund

6. 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 through joined up health and social care services should enhance the council's reputation. The service is expected to realise savings which will be achieved through the ability to improve future resource planning and needs by way of:

- Utilising risk stratification to manage the care of those individuals most at risk of an escalation in their health and social care needs.
- Utilising a joint approach to care will ensure a better customer journey and led to better management of resources providing the services.
- Increased use of health and social care preventative programmes and improved practice in use of medication leading to a reduction in unplanned and emergency admissions to hospital and A&E
- Supporting people to stay living at home for as long as possible and enabling them to take more responsibility for their own health and wellbeing, which in turn will help reduce or delay the rising admissions to residential care.

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)

- Robust implementation plan will be developed closely between the council, CCG and CLCH. Both parties will work closely together to mobilise and implement the service
- The provider will be expected to provide reporting information as per the agreed performance framework.
- Regular contract monitoring meetings will be held with the provider CLCH.

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.

While data for different groups of people is not currently available, is not likely that the proposal would lead to resentment between different groups of people.

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

A number of stakeholders, employees and residents have had a lead role in the delivery of the Barnet Integrated Locality Team pilot. They have been engaged throughout the life of the pilot through on-going communication, project meetings and workshops. These channels of communication will continue on an on-going basis. There will also be a review of the service at agreed intervals and all stakeholders will be included in the review process.

Service users (current and new) will need to be informed of the service. A patient facing leaflet will be available. Additionally GP's and staff from the team will be expected to talk to potential patients and their carers about the service.

Engagement sessions have been held with the following groups between April 2015 to February 2016:

Healthwatch and older people's forum

Consultants from service providers

Barnet GPs

Patients that have accessed the service – to get their views

Voluntary sector providers

The views of these groups have been obtained through satisfaction surveys, complaints/compliments, workshops, and meetings.

We have had positive feedback for the changes that we are proposing.

Overall Assessment

10. Overall impact		
Positive Impact	Negative Impact or Impact Not Known ¹¹	No Impact
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Scale of Impact		
Positive impact:	Negative Impact or Impact Not Known	
Minimal <input checked="" type="checkbox"/> Significant <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
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹¹ '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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13. Please give full explanation for how the overall assessment and outcome was decided.

BILT supports Barnet Council's plans for health and social care integration. The evaluation of the pilot has demonstrated a number of benefits for Barnet's residents and the new model of care developed for the expansion of the service is expected to target a wider number of people, working with all GP practices across the borough and targeting support to those who really need it. The EIA has demonstrated that there are no significant negative impacts of the wider roll out.

EIA 4: To support Adults and Safeguarding Committee Saving S2 Assistive Technology Telecare Procurement

Equalities Impact Assessment

Commissioning Group

Equality Impact Assessment

1. Details of function, policy, procedure or service:	
<i>Title of what is being assessed:</i> Managed Telecare Service Procurement	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised service	
<i>Department and Section:</i> Joint Commissioning Unit, Commissioning Group	
<i>Date assessment completed:</i> 22 August 2016	
2. Names and roles of officers completing this assessment:	
Lead officer	Amisha Lall / Muyi Adekoya
Stakeholder groups	
Representative from internal stakeholders	James Mass, Ella Goschalk, Sam Raffel, ACDU
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****Introduction / Background**

Barnet's current telecare service is provided by Assist, part of the Barnet Group, for the provision and installation of telecare equipment and the monitoring of alarms and sensors. There are also two specialist telecare advisor posts within the council who are experts in the field and provide high quality advice on suitable equipment to social care practitioners within their capacity.

Our current telecare service, though stable and working adequately, is not fully embracing the scope and potential for telecare to become the norm and secure the range of positive outcomes and cost savings that our ambitions require.

A report was agreed at Adults and Safeguarding Committee on 16 June 2016, recommending that an external provider be procured to deliver an end to end managed telecare service. The service will aim to rapidly increase the scale of telecare provision in Barnet, train and support staff to ensure that it becomes the norm, ensure that the latest technology and innovation is being utilised, and maintain a safe and reliable monitoring and support service.

Usage of the service

The table below shows a breakdown of the 889 new telecare packages

Installed in 2015/16. Of these:

- 45% of installations were for Lifeline pendant alarm only), 20% for additional telecare devices (e.g. bed and door sensors) and 35% for standalone devices
- 307 were standalone devices (connected to carers only) with 582 connected to the monitoring centre
- Of the actively monitored devices, 103 were social care funded installations and 479 privately funded.

Funder	Telecare type	2015/16 total
LBB	Social service funded installations – Lifeline pendant alarm only (Stage 1)	55
LBB	Social service installations - additional telecare devices e.g. bed sensors (Stage 2)	48
Self-funders	Privately rented and purchased stage 1 devices	348
Self-funders	Privately rented and purchased stage 2 devices	131
Installation Total (excluding standalone)		582
Both LBB and self-funders	Standalone installs (not connected to monitoring centre)	307
Installation Total (including self-funders and standalone)		889

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>No impact</p> <p>While the majority of the current telecare service users are older people aged 85 and over, people across any age category will not be impacted as the re-commissioned service will continue to provide a telecare service across all ages. A breakdown of service users by age is shown in Table 1.</p> <p>Table 1: Age range of telecare service users</p> <table><tr><th>Age</th><th>No. of people (out of 729)</th><th>% of people</th></tr><tr><td>85 years and over</td><td>250</td><td>34%</td></tr></table>	Age	No. of people (out of 729)	% of people	85 years and over	250	34%	N/A
Age	No. of people (out of 729)	% of people							
85 years and over	250	34%							

		<table border="1"> <tr> <td>75 - 84 years old</td><td>175</td><td>24%</td></tr> <tr> <td>65 - 74 years old</td><td>108</td><td>15%</td></tr> <tr> <td>50 – 65 years old</td><td>128</td><td>18%</td></tr> <tr> <td>21 to 49 years old</td><td>68</td><td>9%</td></tr> <tr> <td>Total</td><td>729</td><td>100%</td></tr> </table>	75 - 84 years old	175	24%	65 - 74 years old	108	15%	50 – 65 years old	128	18%	21 to 49 years old	68	9%	Total	729	100%	
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2. Disability	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Information not available for the breakdown of the service – but we can assume a majority of telecare service users have some disability and are positively impacted by having an additional mechanism of support. See above for age.																
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact This client group will not be affected any differently from other groups by virtue of their gender re-assignment	N/A															
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No impact This client group will not be affected any differently from other groups	N/A															
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No impact Whilst the 'White' client group are the highest recipients of the service, the smaller numbers of non-white ethnicity may suggest that: <ul style="list-style-type: none"> - the current service may not be reaching all groups - There may be some resistance from certain groups if they are not fully exposed to or informed about the service and cultural barriers or differences in spoken language may contribute 	The new service specification sets out that the service should meet the needs of diverse user groups, for example by providing specialist or translated literature, providing language support, or arranging visits compatible with religious preferences															

		<p>to the lack of understanding.</p> <p>However the council will continue to provide a telecare service and therefore it is not expected that any ethnic group will be affected any differently to other groups by virtue of their ethnicity.</p> <p>The table below gives a summary of numbers of people accessing telecare broken down by ethnicity.</p>																															
		<p>Table 2: Ethnic groups of telecare users</p> <table><tr><th>Ethnic group</th><th>No. of people</th><th>% of people</th></tr><tr><td>White (including White: British, Irish and other):</td><td>353</td><td>48%</td></tr><tr><td>Asian (including British Asian:, Bangladeshi, Indian and other)</td><td>84</td><td>12%</td></tr><tr><td>Black (including Black British: African, Caribbean and other):</td><td>47</td><td>6.4%</td></tr><tr><td>Other ethnic group</td><td>24</td><td>3%</td></tr><tr><td>Mixed other</td><td>2</td><td>0.2%</td></tr><tr><td>Mixed White and Asian</td><td>7</td><td>1%</td></tr><tr><td>Mixed White and Black African</td><td>3</td><td>0.4%</td></tr><tr><td>Not stated / given/ refused</td><td>209</td><td>29%</td></tr><tr><td>Total</td><td>729</td><td>100%</td></tr></table>	Ethnic group	No. of people	% of people	White (including White: British, Irish and other):	353	48%	Asian (including British Asian:, Bangladeshi, Indian and other)	84	12%	Black (including Black British: African, Caribbean and other):	47	6.4%	Other ethnic group	24	3%	Mixed other	2	0.2%	Mixed White and Asian	7	1%	Mixed White and Black African	3	0.4%	Not stated / given/ refused	209	29%	Total	729	100%	
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6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>No impact</p> <p>This client group will not be affected any differently from other groups by virtue of their religion. The table below sets out a breakdown of the religion of current telecare service users.</p> <p><i>Table 3: Breakdown of religion of telecare service users</i></p> <table border="1"> <thead> <tr> <th>Religion</th> <th>No. of people (out of 729)</th> <th>% of people</th> </tr> </thead> <tbody> <tr> <td>Agnostic</td> <td>2</td> <td>0.3%</td> </tr> <tr> <td>Buddhist</td> <td>4</td> <td>0.5%</td> </tr> <tr> <td>Christian</td> <td>350</td> <td>49%</td> </tr> <tr> <td>Hindu</td> <td>44</td> <td>6%</td> </tr> <tr> <td>Islam</td> <td>45</td> <td>6%</td> </tr> <tr> <td>Jain</td> <td>3</td> <td>0.4%</td> </tr> <tr> <td>Jedi</td> <td>1</td> <td>0.1%</td> </tr> <tr> <td>Jehovah's Witness</td> <td>1</td> <td>0.1%</td> </tr> <tr> <td>Jewish</td> <td>82</td> <td>11%</td> </tr> <tr> <td>Sikh</td> <td>3</td> <td>0.4%</td> </tr> <tr> <td>Spiritualist</td> <td>1</td> <td>0.1%</td> </tr> <tr> <td>Not given</td> <td>192</td> <td>26%</td> </tr> <tr> <td>Zoroastrian</td> <td>1</td> <td>0.1%</td> </tr> <tr> <td>Total</td> <td>729</td> <td>100%</td> </tr> </tbody> </table>	Religion	No. of people (out of 729)	% of people	Agnostic	2	0.3%	Buddhist	4	0.5%	Christian	350	49%	Hindu	44	6%	Islam	45	6%	Jain	3	0.4%	Jedi	1	0.1%	Jehovah's Witness	1	0.1%	Jewish	82	11%	Sikh	3	0.4%	Spiritualist	1	0.1%	Not given	192	26%	Zoroastrian	1	0.1%	Total	729	100%	The new service specification sets out that the service should meet the needs of diverse user groups, for example by providing specialist or translated literature, providing language support, or arranging visits compatible with religious preferences
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7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No impact</p> <p>It is assumed that the majority of telecare service users are female, in</p>	N/A																																													

		<p>line with the client group for adult social care. There will be no disproportionate impact on them. People will not be affected any differently from other groups by virtue of their gender / sex.</p> <p>Telecare will provide additional support and reassurance for carers, who are more likely to be women.</p>	
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No impact</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
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No impact</p> <p>This client group will not be affected any differently from other groups by virtue of their marital status</p>	N/A
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact.</p> <p>The intention is for the scope of the new service to increase and support far more people than it currently does. Telecare has a positive impact on carers through providing reassurance for carers and additional independence for the people being cared for.</p>	Continuation of service
5. What are the number, types and severity of disabilities in play in this case?			
Information about disabilities is not available.			
6. What are the actions that could reduce the impact on people with disability?			
<ul style="list-style-type: none"> Social care will continue to do needs assessments for service users and will refer people to the telecare service through a referral form which will clearly identify needs, disabilities and the outcomes that service users would like to achieve. The provider of the telecare service will conduct assessments of individuals and identify appropriate telecare services that will enable to the service user to achieve their outcomes. The provider will be expected to report on service user outcomes. 			
7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of			

residents?						
<p>Satisfaction levels of service users of the current service may be impacted if they are resistant to changing to a new provider.</p> <p>Some residents may negatively view the council's push for telecare. It may be perceived as the council trying to replace core human care with technology. A robust communications plan will be in place to raise awareness of the service and educate people about the benefits. Communications will be jointly designed between the council and the new provider to maximise the potential of effective comms.</p> <p>A number of residents may see this as a positive opportunity to help people to stay independent in the community. The service will also be expanded and this presents an opportunity for more residents, including self-funders, to experience the benefits of telecare.</p>						
8. How does the proposal enhance Barnet's reputation as a good place to work and live?						
<p>A number of residents may see this as a positive opportunity to help people to stay independent in the community. Achieving efficiencies in the service may enhance the Councils reputation.</p>						
9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?						
<p>Achieving efficiencies in the service should enhance the Councils reputation and confidence in the Council.</p> <p>Residents will also be presented with an expanded offer of telecare, which is aimed at supporting people with a range of needs from very low to very high, and supporting people to maintain independence.</p>						
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>						
<ul style="list-style-type: none"> • Robust implementation plan will be developed closely between the council and the appointed provider. Both parties will work closely together to mobilise and implement the service and ensure a smooth transition for current customers. • The provider is required to capture and report on information about clients, which we can match to our internal records to assess the impact on different groups • The Delivery Unit will provide contract monitoring resource for ongoing monitoring. 						
11. How will the new proposals enable the council to promote good relations between different communities? <i>Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</i>						
<p>Table 4 below shows the ethnic origin of the current telecare service users, compared to the ethnicity of all adult social care service users</p> <p>The proportion of people from BME backgrounds receiving telecare accounts for 21% of 729 people, compared to 25% of BME service users accessing adult social care</p>						
Table 4: Breakdown of telecare service users by ethnicity compared to adult social care service users						
<table border="1"> <thead> <tr> <th></th> <th>Current telecare service users</th> <th>Adult social care service users</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Current telecare service users	Adult social care service users			
	Current telecare service users	Adult social care service users				

Ethnic origin			2015/16	
	Number of people receiving telecare	% of people receiving telecare	Number of people	% of people
Any Other Ethnic Group	23	3.16%	408	5.71%
Asian/Asian British Bangladeshi	1	0.13%	27	0.38%
Asian/Asian British Indian	32	4.39%	519	7.26%
Asian/Asian British Other	46	6.31%	226	3.16%
Asian / Asian British Pakistani	5	0.69%	76	1.06%
Black/Black British African	24	3.29%	260	3.64%
Black/Black British Caribbean	15	2.06%	157	2.2%
Black/Black British Other	8	1.09%	93	1.3%
Chinese	1	0.14%	39	0.55%
Mixed Other	2	0.27%	46	0.64%
Mixed White & Asian	7	0.96%	19	0.27%
Mixed White and Black African	3	0.41%	12	0.17%
Mixed White and Black Caribbean	0	0%	14	0.20%
White British	280	38.41%	3,851	53.86%
White Irish	20	2.74%	212	2.97%
White Other	53	7.28%	1,058	14.8%
Not Recorded	0	0%	21	0.29%
Not Stated	0	0%	25	0.35%
Refused	209	28.67%	85	1.19%
Total	729	100%	7,148	100%

It is not likely that the proposal would lead to resentment between different groups of people.

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.*

Consultation not required. However, there will be a period of co-design and co-production with the new provider.

Overall Assessment

13. Overall impact		
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹² <input type="checkbox"/> Negative	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"/> Impact not known <input checked="" 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>There are benefits from telecare which impact a wide range of groups, in particular those with disabilities and older people, who are better supported to remain independent and in control of their care. The service will also have a positive impact on carers, who are more likely to be women, and who will be able to access equipment which provides reassurance that the person they support is safe and well, promoting the carer's own wellbeing and independence.</p> <p>The impact on people from different ethnic and religious groups is not yet known, but there are requirements in</p>

¹² 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

the specification for the provider to adapt their approach wherever required to engage and support people from diverse backgrounds, including those speaking languages other than English, maintaining certain religious practices (e.g. not visiting on certain days), and ensuring the promotion of the service is accessible across different communities. This will be monitored as part of the contract.

**Treasury Management Strategy
Statement**

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

Revised 2016/17 and 2017/18 to 2019/20.

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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

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid-year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision. Performance and Contract Monitoring Committee will receive treasury update reports quarterly.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Policy and Resources Committee.

1.3 Treasury Management Strategy for 2017/18

The strategy for 2017/18 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. Training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The Council uses Capita Asset Services, Treasury Solutions as its external treasury management advisors.

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 our external service providers.

It also recognises that there is value in employing external providers 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 the Treasury Management Strategy and Prudential Indicators for 2016/17;
- Treasury Management Strategy for 2017/18;
- Annual Investment Strategy for 2017/18;
- Prudential Indicators for, 2017/18, 2018/19 and 2019/20;
- MRP statement (see Appendix para 5.1.1).

1.7 **The main recommended revisions to the Treasury Management Strategy are:**

- **External Borrowing will be taken from 2017/18, initially using temporary borrowing . as long-term PWLB rates are forecast to remain at or below 3% until June 2018.**
- **It is proposed to include countries with a sovereign credit rating of at least AA.**

1.8 The Treasury Management Strategy has been updated as follows:

- 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. Bank rate is expected to remain at 0.25% until 2018/19.

1.9 **It is anticipated that external borrowing to finance the 2017-18 capital programme will be required to taken before the end of December 2017.**

1.10 The proposed criteria for specified and non-specified investments are shown in section 5.4. Further diversification of financial instruments into more secure / higher yield asset classes will be made in consultation with the Council's investment advisor

2 THE CAPITAL PRUDENTIAL INDICATORS 2017/18 – 2019/20

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. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Non-HRA	136,582	306,686	149,434	77,421
HRA	39,218	77,118	36,128	28,509
Total	175,800	383,804	185,562	105,930

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.

Financing of capital expenditure £m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Capital receipts	18,807	59,182	23,320	10,692
Capital grants	45,199	56,124	15,290	10,666
Capital reserves	23,867	47,554	21,768	21,119
Revenue	29,576	37,018	30,465	20,132
Total Financing	117,449	199,878	90,843	62,609
Net financing need for the year (CFR)	50,291	175,866	79,302	24,115

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 asset's 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 £16.4m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
CFR – non housing	253,957	409,939	483,183	506,298
CFR – housing	208,261	228,145	234,203	235,203
Total CFR	462,218	638,084	717,386	741,501
Movement in CFR	50,291	175,866	79,302	24,115

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 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 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	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt at 1 April	304,080	304,080	488,006	582,725
Expected change in Debt	-	183,926	94,719	43,321
Other long-term liabilities (OLTL)	16,407	16,034	15,661	15,288
Expected change in OLTL	(373)	(373)	(373)	(373)
Actual gross debt at 31 March	320,114	503,667	598,013	640,961
The Capital Financing Requirement	462,218	638,084	717,386	741,501
Under / (over) borrowing	142,104	134,417	119,373	100,540

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 2017/18 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 Finance Officer (Section 151 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 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	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt	567,909	598,029	650,651	717,386
Other long term liabilities	16,407	16,034	15,661	15,288
Total	584,316	614,063	666,312	732,674

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	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt	567,909	598,029	650,651	717,386
Other long term liabilities	31,407	31,034	30,661	30,288
Total	599,316	629,063	681,312	747,674

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	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
HRA CFR	208,261	228,145	234,203	235,203
HRA debt cap	240,043	240,043	240,043	240,043
HRA headroom	(31,782)	(11,898)	(5,840)	(4,840)

3.3 Prospects for interest rates

For a more detailed interest rate forecast and an economic commentary see appendices 5.2 and 5.3

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 their central view.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
5yr PWLB rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB rate	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB rate	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

The Monetary Policy Committee, (MPC), cut Bank Rate from 0.50% to 0.25% on 4th August 2016 in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in January 2017 and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as shown in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation (e.g. from wage increases within the UK) were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. It has long been expected that at some point, there would start to be a switch back from bonds to equities after a historic long-term trend over about the last twenty-five years of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial quantitative easing purchases of bonds, added further impetus to this downward trend in bond yields and rising prices of bonds. The opposite side of this coin has been a rise in equity values as investors searched for higher returns and took

on riskier assets. The sharp rise in bond yields since the US Presidential election has called into question whether, or when, this trend has, or may, reverse, especially when America is likely to lead the way in reversing monetary policy. Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as strong economic growth becomes more firmly established. The expected substantial rise in the Fed. rate over the next few years may make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US would be likely to exert some upward pressure on bond yields in other developed countries but the degree of that upward pressure is likely to be dampened by how strong, or weak, the prospects for economic growth and rising inflation are in each country, and on the degree of progress in the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

PWLB rates and gilt yields have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these exceptional levels of volatility could continue to occur for the foreseeable future.

The overall balance of risks to economic recovery in the UK is to the downside, particularly in view of the current uncertainty over the final terms of Brexit and the timetable for its implementation.

Apart from the above uncertainties, **downside risks to current forecasts** for UK gilt yields and PWLB rates currently include:

- Monetary policy action by the central banks of major economies reaching its limit of effectiveness and failing to stimulate significant sustainable growth, combat the threat of deflation and reduce high levels of debt in some countries, combined with a lack of adequate action from national governments to promote growth through structural reforms, fiscal policy and investment expenditure.
- Major national polls:
 - The Italian constitutional referendum on 4 December 2016 resulted in a 'No' vote which led to the resignation of Prime Minister Renzi. This means that Italy needs to appoint a new government.
 - Spain has a minority government with only 137 seats out of 350 after already having had two inconclusive general elections in 2015 and 2016. This is potentially highly unstable.
 - Dutch general election on 15 March 2017;
 - French presidential election April/May 2017;
 - French National Assembly election June 2017;
 - German Federal election August – October 2017.
- A resurgence of the Eurozone sovereign debt crisis, with Greece being a particular problem, and stress arising from disagreement between EU countries on free movement of people and how to handle a huge influx of immigrants and terrorist threats.
- Weak capitalisation of some European banks, especially Italian.

- Geopolitical risks in Europe, the Middle East and Asia, causing a significant increase in 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.

The potential for **upside risks to current forecasts** for UK gilt yields and PWLB rates, especially for longer-term PWLB rates, include: -

- UK inflation rising to significantly higher levels than in the wider EU and in the US, causing an increase in the inflation premium in gilt yields.
- A rise in US treasury yields as a result of Fed. funds rate increases and rising inflation expectations in the USA, dragging UK gilt yields upwards.
- 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.
- A downward revision to the UK's sovereign credit rating undermining investor confidence in holding sovereign debt (gilts).

Investment and borrowing rates

- Investment returns are likely to remain low during 2017/18 and beyond;
- Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid-August; they fell sharply to historically phenomenally low levels after the referendum and then even further after the MPC meeting of 4th August when a new package of quantitative easing purchasing of gilts was announced. Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling, and an increase in inflation expectations. 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 capital expenditure and/or to refinance maturing debt;
- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference 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 loan debt 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 still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2017/18 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

If it were 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 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. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

If it were 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, and potential rescheduling from fixed rate funding into short-term borrowing will be considered.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

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 quarterly 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 identifying 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 and 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 5.4 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 Finance 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, the Council's 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. 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 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: *F2 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 (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 invested.
- 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 meet the ratings for banks outlined above;
- 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
- The Council has approved 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

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.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list and 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. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.6. This list will be added to or deducted from by officers should ratings change, in accordance with this policy.

In addition:

- no more than £40 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 stay flat at 0.25% until quarter 2 2019 and not to rise above 0.75% by quarter 1 2020. Bank Rate forecasts for financial year ends (March) are:

- 2016/17 0.25%
- 2017/18 0.25%
- 2018/19 0.25%
- 2019/20 0.50%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year are as follows:

2016/17	0.25%
2017/18	0.25%
2018/19	0.25%
2019/20	0.50%
2020/21	0.75%
2021/22	1.00%
2022/23	1.50%
2023/24	1.75%
Later years	2.75%

The overall balance of risks to these forecasts is currently probably slightly skewed to the downside in view of the uncertainty over the final terms of Brexit. If growth expectations disappoint and inflationary pressures are minimal, the start of increases in Bank Rate could be pushed back. On the other hand, should the pace of growth quicken and / or forecasts for increases in inflation rise, there could be an upside risk i.e. Bank Rate increases occur earlier and / or at a quicker pace.

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 limits: -

Maximum principal sums invested > 364 days			
£m	2017/18	2018/19	2019/20
Principal sums invested > 364 days	150	150	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 6 months) in order to benefit from the compounding of interest.

4.5 Investment risk benchmarking

This Council will use the 7 day LIBID rate as an investment benchmark to assess the investment performance of its investment portfolio.

4.6 End of year investment report

At the end of the financial year, the Council will report on its investment activity for the previous year.

4.7 Icelandic bank investments

The Council has no Icelandic bank investments.

5 APPENDICES

1. Prudential and treasury indicators and MRP statement
2. Interest rate forecasts
3. Economic background
4. Treasury Management Practice 1 – credit and counterparty risk management (option 1)
5. Treasury Management Practice 1 – credit and counterparty risk management (option 2)
6. Approved countries for investments
7. Treasury management scheme of delegation
8. The treasury management role of the Chief Finance Officer (Section 151 Officer)

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2017/18 – 2019/20 AND MRP STATEMENT

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.

5.1.1 Minimum revenue provision (MRP) policy statement

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 :

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

Regulatory Method

MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

Asset life method

MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

The Council may consider using an MRP holiday if required to match future cash flow arising from capital schemes.

HRA

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

Repayments included in annual PFI or finance leases are applied as MRP.

Loan To Open Door

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, with interest paid. Once funds are returned to the Authority, the returned funds are classed as a capital receipt and are offset against the CFR, which will reduce accordingly. As the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application.

The outstanding loan/CFR position will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence

5.1.2 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:

a. 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.

%	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Non-HRA	3.47	4.41	5.71	8.10
HRA	14.25	15.16	12.86	15.45

The estimates of financing costs include current commitments and the proposals in this budget report.

b. 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.

c. Incremental impact of capital investment decisions on the band D council tax

£	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Council tax - band D	31.23	70.12	34.16	17.70

d. 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. This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

£	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Annual housing rent levels	1.97	1.93	0.91	0.72

5.1.4 Treasury indicators for debt

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
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rate exposure	100%	100%	100%
Limits on variable interest rate exposure	30%	30%	30%
Maturity structure of fixed interest rate borrowing 2016/17			
	Lower	Upper	
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	
Maturity structure of variable interest rate borrowing 2016/17			
	Lower	Upper	
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	

5.2 INTEREST RATE FORECASTS 2017 – 2020

Capita Asset Services Interest Rate View													
	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank Rate View	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
3 Month LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%
6 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	1.00%
12 Month LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%
5yr PWLB Rate	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB Rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB Rate	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB Rate	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%
Bank Rate													
Capita Asset Services	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
Capital Economics	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.50%
5yr PWLB Rate													
Capita Asset Services	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
Capital Economics	1.60%	1.70%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.70%	2.80%	2.90%	3.00%
10yr PWLB Rate													
Capita Asset Services	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
Capital Economics	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	3.10%	3.20%	3.30%	3.40%
25yr PWLB Rate													
Capita Asset Services	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
Capital Economics	2.95%	3.05%	3.05%	3.15%	3.25%	3.25%	3.35%	3.45%	3.55%	3.65%	3.75%	3.95%	4.05%
50yr PWLB Rate													
Capita Asset Services	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%
Capital Economics	2.80%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.60%	3.70%	3.80%	3.90%

5.3 ECONOMIC BACKGROUND

UK GDP growth rates in 2013, 2014 and 2015 of 2.2%, 2.9% and 1.8% were some of the strongest rates among the G7 countries. Growth is expected to have strengthened in 2016 with the first three quarters coming in respectively at +0.4%, +0.7% and +0.5%. The latest Bank of England forecast for growth in 2016 as a whole is +2.2%. The figure for quarter 3 was a pleasant surprise which confounded the downbeat forecast by the Bank of England in August of only +0.1%, (subsequently revised up in September, but only to +0.2%). During most of 2015 and the first half of 2016, the economy had faced headwinds for exporters from the appreciation of sterling against the Euro, and weak growth in the EU, China and emerging markets, and from the dampening effect of the Government's continuing austerity programme.

The **referendum vote for Brexit** in June 2016 delivered an immediate shock fall in confidence indicators and business surveys at the beginning of August, which were interpreted by the Bank of England in its August Inflation Report as pointing to an impending sharp slowdown in the economy. However, the following monthly surveys in September showed an equally sharp recovery in confidence and business surveys so that it is generally expected that the economy will post reasonably strong growth numbers through the second half of 2016 and also in 2017, albeit at a slower pace than in the first half of 2016.

The **Monetary Policy Committee, (MPC), meeting of 4th August** was therefore dominated by countering this expected sharp slowdown and resulted in a package of measures that included a cut in Bank Rate from 0.50% to 0.25%, a renewal of quantitative easing, with £70bn made available for purchases of gilts and corporate bonds, and a £100bn tranche of cheap borrowing being made available for banks to use to lend to businesses and individuals.

The **MPC meeting of 3 November** left Bank Rate unchanged at 0.25% and other monetary policy measures also remained unchanged. This was in line with market expectations, but a major change from the previous quarterly Inflation Report MPC meeting of 4 August, which had given a strong steer, in its forward guidance, that it was likely to cut Bank Rate again, probably by the end of the year if economic data turned out as forecast by the Bank. The MPC meeting of 15 December also left Bank Rate and other measures unchanged.

The latest MPC decision included a forward view that **Bank Rate** could go either up or down depending on how economic data evolves in the coming months. Our central view remains that Bank Rate will remain unchanged at 0.25% until the first increase to 0.50% in quarter 2 2019 (unchanged from our previous forecast). However, we would not, as yet, discount the risk of a cut in Bank Rate if economic growth were to take a significant dip downwards, though we think this is unlikely. We would also point out that forecasting as far ahead as mid 2019 is highly fraught as there are many potential economic headwinds which could blow the UK economy one way or the other as well as political developments in the UK,

(especially over the terms of Brexit), EU, US and beyond, which could have a major impact on our forecasts.

The pace of Bank Rate increases in our forecasts has been slightly increased beyond the three year time horizon to reflect higher inflation expectations.

The August quarterly Inflation Report was based on a pessimistic forecast of near to zero GDP growth in quarter 3 i.e. a sharp slowdown in growth from +0.7% in quarter 2, in reaction to the shock of the result of the referendum in June. However, **consumers** have very much stayed in a 'business as usual' mode and there has been no sharp downturn in spending; it is consumer expenditure that underpins the services sector which comprises about 75% of UK GDP. After a fairly flat three months leading up to October, retail sales in October surged at the strongest rate since September 2015 and were again strong in November. In addition, the GfK consumer confidence index recovered quite strongly to -3 in October after an initial sharp plunge in July to -12 in reaction to the referendum result. However, in November it fell to -8 indicating a return to pessimism about future prospects among consumers, probably based mainly around concerns about rising inflation eroding purchasing power.

Bank of England GDP forecasts in the November quarterly Inflation Report were as follows, (August forecasts in brackets) - 2016 +2.2%, (+2.0%); 2017 1.4%, (+0.8%); 2018 +1.5%, (+1.8%). There has, therefore, been a sharp increase in the forecast for 2017, a marginal increase in 2016 and a small decline in growth, now being delayed until 2018, as a result of the impact of Brexit.

Capital Economics' GDP forecasts are as follows: 2016 +2.0%; 2017 +1.5%; 2018 +2.5%. They feel that pessimism is still being overdone by the Bank and Brexit will not have as big an effect as initially feared by some commentators.

The Chancellor has said he will do 'whatever is needed' i.e. to **promote growth**; there are two main options he can follow – fiscal policy e.g. cut taxes, increase investment allowances for businesses, and/or increase government expenditure on infrastructure, housing etc. This will mean that the PSBR deficit elimination timetable will need to slip further into the future as promoting growth, (and ultimately boosting tax revenues in the longer term), will be a more urgent priority. The Governor of the Bank of England, Mark Carney, had warned that a vote for Brexit would be likely to cause a slowing in growth, particularly from a reduction in business investment, due to the uncertainty of whether the UK would have continuing full access, (i.e. without tariffs), to the EU single market. He also warned that the Bank could not do all the heavy lifting to boost economic growth and suggested that the Government would need to help growth e.g. by increasing investment expenditure and by using fiscal policy tools. The newly appointed Chancellor, Phillip Hammond, announced, in the aftermath of the referendum result and the formation of a new Conservative cabinet, that the target of achieving a budget surplus in 2020 would be eased in the Autumn Statement on 23 November. This was duly confirmed in the Statement which also included some increases in infrastructure spending.

The other key factor in forecasts for Bank Rate is **inflation** where the MPC aims for a target for CPI of 2.0%. The November Inflation Report included an increase in the peak forecast for inflation from 2.3% to 2.7% during 2017; (Capital Economics are forecasting a peak of just under 3% in 2018). This increase was largely due to the effect of the sharp fall in the value of sterling since the referendum, although during November, sterling has recovered some of this fall to end up 15% down against the dollar, and 8% down against the euro (as at the MPC meeting date – 15.12.16). This depreciation will feed through into a sharp increase in the cost of imports and materials used in production in the UK. However, the MPC is expected to look through the acceleration in inflation caused by external, (outside of the UK), influences, although it has given a clear warning that if wage inflation were to rise significantly as a result of these cost pressures on consumers, then they would take action to raise Bank Rate.

What is clear is that **consumer disposable income** will come under pressure, as the latest employers' survey is forecasting median pay rises for the year ahead of only 1.1% at a time when inflation will be rising significantly higher than this. The CPI figure has been on an upward trend in 2016 and reached 1.2% in November. However, prices paid by factories for inputs rose to 13.2% though producer output prices were still lagging behind at 2.3% and core inflation was 1.4%, confirming the likely future upwards path.

Gilt yields, and consequently PWLB rates, have risen sharply since hitting a low point in mid-August. There has also been huge volatility during 2016 as a whole. The year started with 10 year gilt yields at 1.88%, fell to a low point of 0.53% on 12 August, and hit a new peak on the way up again of 1.55% on 15 November. The rebound since August reflects the initial combination of the yield-depressing effect of the MPC's new round of quantitative easing on 4 August, together with expectations of a sharp downturn in expectations for growth and inflation as per the pessimistic Bank of England Inflation Report forecast, followed by a sharp rise in growth expectations since August when subsequent business surveys, and GDP growth in quarter 3 at +0.5% q/q, confounded the pessimism. Inflation expectations also rose sharply as a result of the continuing fall in the value of sterling.

Employment had been growing steadily during 2016 but encountered a first fall in over a year, of 6,000, over the three months to October. The latest employment data in December, (for November), was distinctly weak with an increase in unemployment benefits claimants of 2,400 in November and of 13,300 in October. **House prices** have been rising during 2016 at a modest pace but the pace of increase has slowed since the referendum; a downturn in prices could dampen consumer confidence and expenditure.

USA The American economy had a patchy 2015 with sharp swings in the quarterly **growth rate** leaving the overall growth for the year at 2.4%. Quarter 1 of 2016 at +0.8%, (on an annualised basis), and quarter 2 at 1.4% left average growth for the first half at a weak 1.1%. However, quarter 3 at 3.2% signalled a rebound to strong growth. The Fed. embarked on its long anticipated first increase in rates at its December 2015 meeting. At that point, confidence was high that there would then be four more increases to come in 2016. Since then, more

downbeat news on the international scene, and then the Brexit vote, have caused a delay in the timing of the second increase of 0.25% which came, as expected, in December 2016 to a range of 0.50% to 0.75%. Overall, despite some data setbacks, the US is still, probably, the best positioned of the major world economies to make solid progress towards a combination of strong growth, full employment and rising inflation: this is going to require the central bank to take action to raise rates so as to make progress towards normalisation of monetary policy, albeit at lower central rates than prevailed before the 2008 crisis. The Fed. therefore also indicated that it expected three further increases of 0.25% in 2017 to deal with rising inflationary pressures.

The result of the **presidential election** in November is expected to lead to a strengthening of US growth if Trump's election promise of a major increase in expenditure on infrastructure is implemented. This policy is also likely to strengthen inflation pressures as the economy is already working at near full capacity. In addition, the unemployment rate is at a low point verging on what is normally classified as being full employment. However, the US does have a substantial amount of hidden unemployment in terms of an unusually large, (for a developed economy), percentage of the working population not actively seeking employment.

Trump's election has had a profound effect on the **bond market and bond yields** rose sharply in the week after his election. Time will tell if this is a reasonable assessment of his election promises to cut taxes at the same time as boosting expenditure. This could lead to a sharp rise in total debt issuance from the current level of around 72% of GDP towards 100% during his term in office. However, although the Republicans now have a monopoly of power for the first time since the 1920s, in having a President and a majority in both Congress and the Senate, there is by no means any certainty that the politicians and advisers he has been appointing to his team, and both houses, will implement the more extreme policies that Trump outlined during his election campaign. Indeed, Trump may even rein back on some of those policies himself.

In the first week since the US election, there was a major shift in **investor sentiment** away from bonds to equities, especially in the US. However, gilt yields in the UK and bond yields in the EU have also been dragged higher. Some commentators are saying that this rise has been an overreaction to the US election result which could be reversed. Other commentators take the view that this could well be the start of the long expected eventual unwinding of bond prices propelled upwards to unrealistically high levels, (and conversely bond yields pushed down), by the artificial and temporary power of quantitative easing.

EZ In the Eurozone, **the ECB** commenced, in March 2015, its massive €1.1 trillion programme of quantitative easing to buy high credit quality government and other debt of selected EZ countries at a rate of €60bn per month. This was intended to run initially to September 2016 but was extended to March 2017 at its December 2015 meeting. At its December and March 2016 meetings it progressively cut its deposit facility rate to reach -0.4% and its main refinancing rate from 0.05% to zero. At its March meeting, it also increased its monthly asset purchases to €80bn. These measures have struggled to make a significant impact in boosting economic growth and in helping inflation to rise significantly from low levels towards the target of 2%. Consequently, at its December meeting

it extended its asset purchases programme by continuing purchases at the current monthly pace of €80 billion until the end of March 2017, but then continuing at a pace of €60 billion until the end of December 2017, or beyond, if necessary, and in any case until the Governing Council sees a sustained adjustment in the path of inflation consistent with its inflation aim. It also stated that if, in the meantime, the outlook were to become less favourable or if financial conditions became inconsistent with further progress towards a sustained adjustment of the path of inflation, the Governing Council intended to increase the programme in terms of size and/or duration.

EZ GDP growth in the first three quarters of 2016 has been 0.5%, +0.3% and +0.3%, (+1.7% y/y). Forward indications are that economic growth in the EU is likely to continue at moderate levels. This has added to comments from many forecasters that those central banks in countries around the world which are currently struggling to combat low growth, are running out of ammunition to stimulate growth and to boost inflation. Central banks have also been stressing that national governments will need to do more by way of structural reforms, fiscal measures and direct investment expenditure to support demand and economic growth in their economies.

There are also significant specific political and other risks within the EZ: -

- **Greece** continues to cause major stress in the EU due to its tardiness and reluctance in implementing key reforms required by the EU to make the country more efficient and to make significant progress towards the country being able to pay its way – and before the EU is prepared to agree to release further bail out funds.
- **Spain** has had two inconclusive general elections in 2015 and 2016, both of which failed to produce a workable government with a majority of the 350 seats. At the eleventh hour on 31 October, before it would have become compulsory to call a third general election, the party with the biggest bloc of seats (137), was given a majority confidence vote to form a government. This is potentially a highly unstable situation, particularly given the need to deal with an EU demand for implementation of a package of austerity cuts which will be highly unpopular.
- The under capitalisation of **Italian banks** poses a major risk. Some **German banks** are also undercapitalised, especially Deutsche Bank, which is under threat of major financial penalties from regulatory authorities that will further weaken its capitalisation. What is clear is that national governments are forbidden by EU rules from providing state aid to bail out those banks that are at risk, while, at the same time, those banks are unable realistically to borrow additional capital in financial markets due to their vulnerable financial state. However, they are also 'too big, and too important to their national economies, to be allowed to fail'.
- **4 December Italian constitutional referendum** on reforming the Senate and reducing its powers; this was also a confidence vote on Prime Minister Renzi who has resigned on losing the referendum. However, there has been remarkably little fall out from this result which probably indicates that the financial markets had already fully priced it in.

A rejection of these proposals is likely to inhibit significant progress in the near future to fundamental political and economic reform which is urgently needed to deal with Italy's core problems, especially low growth and a very high debt to GDP ratio of 135%. These reforms were also intended to give Italy more stable government as no western European country has had such a multiplicity of governments since the Second World War as Italy, due to the equal split of power between the two chambers of the Parliament which are both voted in by the Italian electorate but by using different voting systems. It is currently unclear what the political, and other, repercussions are from this result.

- **Dutch general election 15.3.17**; a far right party is currently polling neck and neck with the incumbent ruling party. In addition, anti-big business and anti-EU activists have already collected two thirds of the 300,000 signatures required to force a referendum to be taken on approving the EU – Canada free trade pact. This could delay the pact until a referendum in 2018 which would require unanimous approval by all EU governments before it can be finalised. In April 2016, Dutch voters rejected by 61.1% an EU – Ukraine cooperation pact under the same referendum law. Dutch activists are concerned by the lack of democracy in the institutions of the EU.
- **French presidential election**; first round 13 April; second round 7 May 2017.
- **French National Assembly election June 2017.**
- **German Federal election August – 22 October 2017.** This could be affected by significant shifts in voter intentions as a result of terrorist attacks, dealing with a huge influx of immigrants and a rise in anti EU sentiment.
- The core EU, (note, not just the Eurozone currency area), principle of **free movement of people** within the EU is a growing issue leading to major stress and tension between EU states, especially with the Visegrad bloc of former communist states.

Given the number and type of challenges the EU faces in the next eighteen months, there is an identifiable risk for the EU project to be called into fundamental question. The risk of an electoral revolt against the EU establishment has gained traction after the shock results of the UK referendum and the US Presidential election. But it remains to be seen whether any shift in sentiment will gain sufficient traction to produce any further shocks within the EU.

Asia Economic growth in **China** has been slowing down and this, in turn, has been denting economic growth in emerging market countries dependent on exporting raw materials to China. Medium term risks have been increasing in China e.g. a dangerous build up in the level of credit compared to the size of GDP, plus there is a need to address a major over supply of housing and surplus industrial capacity, which both need to be eliminated. This needs to be combined with a rebalancing of the economy from investment expenditure to consumer spending. However, the central bank has a track record of supporting growth through various monetary policy measures, though these further stimulate the

growth of credit risks and so increase the existing major imbalances within the economy.

Economic growth in **Japan** is still patchy, at best, and skirting with deflation, despite successive rounds of huge monetary stimulus and massive fiscal action to promote consumer spending. The government is also making little progress on fundamental reforms of the economy.

Emerging countries There have been major concerns around the vulnerability of some emerging countries exposed to the downturn in demand for commodities from China or to competition from the increase in supply of American shale oil and gas reaching world markets. The ending of sanctions on Iran has also brought a further significant increase in oil supplies into the world markets. While these concerns have subsided during 2016, if interest rates in the USA do rise substantially over the next few years, (and this could also be accompanied by a rise in the value of the dollar in exchange markets), this could cause significant problems for those emerging countries with large amounts of debt denominated in dollars. The Bank of International Settlements has recently released a report that \$340bn of emerging market corporate debt will fall due for repayment in the final two months of 2016 and in 2017 – a 40% increase on the figure for the last three years.

Financial markets could also be vulnerable to risks from those emerging countries with major sovereign wealth funds, that are highly exposed to the falls in commodity prices from the levels prevailing before 2015, especially oil, and which, therefore, may have to liquidate substantial amounts of investments in order to cover national budget deficits over the next few years if the price of oil does not return to pre-2015 levels.

Brexit timetable and process

- March 2017: UK government notifies the European Council of its intention to leave under the Treaty on European Union Article 50
- March 2019: two-year negotiation period on the terms of exit. This period can be extended with the agreement of all members i.e. not that likely.
- UK continues as an EU member during this two-year period with access to the single market and tariff free trade between the EU and UK.
- The UK and EU would attempt to negotiate, among other agreements, a bi-lateral trade agreement over that period.
- The UK would aim for a negotiated agreed withdrawal from the EU, although the UK may also exit without any such agreements.
- If the UK exits without an agreed deal with the EU, World Trade Organisation rules and tariffs could apply to trade between the UK and EU - but this is not certain.
- On exit from the EU: the UK parliament would repeal the 1972 European Communities Act.
- The UK will then no longer participate in matters reserved for EU members, such as changes to the EU's budget, voting allocations and policies.

- It is possible that some sort of agreement could be reached for a transitional time period for actually implementing Brexit after March 2019 so as to help exporters to adjust in both the EU and in the UK.

5.4 TREASURY MANAGEMENT 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 Finance 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 a 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 F2- (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.

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 Chief Finance Officer 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 investments.

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-

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

Total investments in excess of 364 days will not exceed £150 million.

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

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	£25 million
Term Deposits/Call Accounts	UK*	Counterparties rated at least A-Long Term)	£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)	£25 million
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	£25 million.

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 £150 million of its investment portfolio in non-specified investments.)

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

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

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
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 corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria

NOTE 1. This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

5.6 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA or higher (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Capita Asset Services credit worthiness service.

PLEASE NOTE - THIS PAGE IS AS AT 16.12.16

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- Hong Kong
- U.S.A.

AA

- Abu Dhabi (UAE)
- France
- Qatar
- U.K.

5.7 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Policy and Resources Committee

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- approving the selection of external service providers and agreeing terms of appointment.
-

(iii) Performance and Contract Monitoring Committee

- receiving and reviewing regular monitoring reports and acting on recommendations;

(iv) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

5.8 THE TREASURY MANAGEMENT ROLE OF THE CHIEF FINANCE OFFICER (SECTION 151 OFFICER)

The Section 151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

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Transformation Programme

1 Introduction

- 1.1 In December 2014, Policy and Resources Committee approved a transformation programme to deliver the savings required by the Medium Term Financial Strategy and to deliver the outcomes set in the Council's Corporate Plan to 2020.
- 1.2 The Plan commits the Council to make sure the 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, making the most of the resources available to get value for money for the taxpayer
- 1.3 This transformation programme has been delivering since 2015 and by the end of the 2016/17 financial year it will have delivered £17.65m in savings.
- 1.4 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

2 Transformation Programme: key projects

- 2.1 In addition to the savings delivered to date, £44.88m of savings will come from the transformation programme between 2017 and 2020.
- 2.2 Our approach is to target investment that benefits residents. First and foremost, this means directly investing in changes which have an impact on the ground – for example, 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 interventions 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 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, and the council's new strategic partnership with Cambridge Education, entered into on 1 April 2016, which will drive the development of education services to offer to other schools in Barnet, schools in other areas and other local authorities.

- 2.3 The Transformation Programme includes a wide range of projects as shown in the following table. The majority of projects are established and are in delivery stage.

Adults & Health Portfolio	Children & Families Portfolio	Environment Portfolio
Cross-Cutting <ul style="list-style-type: none"> Adults Alternative Delivery Vehicle Adults New Operating Model Your Choice Barnet Demand Management Tool Review Activity Early Support Prevention Investing in IT Sports & Physical Activity Older People / Physical Disabilities <ul style="list-style-type: none"> Health and Social Care Integration Assistive Technology Housing and Support <ul style="list-style-type: none"> Employment Accommodation & Support Tender Moreton Close Extra Care Homeshare Disabled Facilities Grants Wheelchair Housing Mental Health <ul style="list-style-type: none"> Mental Health Transformation Learning Disabilities <ul style="list-style-type: none"> Working Age Adults 	<ul style="list-style-type: none"> Family Services Strategy for Change Libraries Education Capital Programme Theory of Practice / Social Work Practice Improvement Demand Management Interventions (Resilient Futures) 0-19 Family Hub (Youth Services Strategy and Early Years Phase 2) Youth Zone Transformation of Child and Adolescent Mental Health Services Support for Young People Not in Education Employment or Training Adoption Regionalisation Independence of Young People 0-25 Relocation of Meadow Close Children's Home 	<ul style="list-style-type: none"> Recycling and Waste Street Cleansing model Enforcement Trial Street Scene Alternative Delivery Model Parks and Open Spaces Investment & Improvement Depot Safer Communities Projects Sustainable Transport Strategy Highways Network Recovery Programme Parking
	Growth & Development Portfolio Development Pipeline Regeneration <ul style="list-style-type: none"> Dollis Valley Brent Cross Cricklewood Grahame Park and Colindale Millbrook Park Granville Road Stonegrove West Hendon Entrepreneurial Barnet	Central Portfolio <ul style="list-style-type: none"> Customer Transformation The Way We Work (Colindale / Smarter Working / Locality Strategy) Organisational Development Strategy Implementation Unified Reward Community Asset Strategy / Community Centres Community Participation Strategy Innovation lab One Public Estate Hendon Town Hall

- 2.4 To date, the transformation programme has successfully delivered a range of improvements. Below are some key successes for each portfolio:

Adults and Health

- The New Operating Model is now delivering a strengths based working approach and phase 2 of the project, Care Space, went live in September 2016 and is delivering support in hubs in the community
- Health and Social Care integration: Barnet Integrated Locality Team is fully established and is live across the borough, delivering integrated support to older adults to increase the number of people who receive early support and proactive care to manage their health and wellbeing
- A new contract with Your Choice Barnet (YCB) is in place to provide support to people with learning disabilities, including autism, and their families or carers. YCB provides supported living services, day services and a respite support service and the new contract will increase support to service users to move towards more independent living and to participate in the workplace as well as saving £1.2m over the MTFS period

Children and Families

- There has been an introduction of a resilience based practice approach to drive Family Service's ambition for strong communities in which children can thrive and achieve
- The Youth Zone business case has been approved and the planning process has been initiated to provide a range of activities for children and young people aged 8-19 years, catering for all sporting, creative, artistic and social interests
- The strategic partnership with Cambridge Education has 'gone live' to maintain Barnet's excellent education offer, maintain an excellent relationship between the council and schools and to achieve savings target for the service of £1.885m by 2019/20, £900k is being delivered in 2016/17 with a further £985k to be delivered by 2019/20
- The Libraries Strategy is in the implementation phase to maintain the same number of libraries; maintain the home and mobile library service; continue to develop the digital library; invest in new technology to extend opening hours whilst reducing the number of staffed sessions; recruit more volunteers to support self-service opening hours and to operate Partnership libraries in four locations; and maximise the income generated through commercial or community use of library buildings and co-locating with other public services

Central

- The Barnet Community Directory has now 'gone live' to bring together information about voluntary and community groups in Barnet to offer guidance and advice to residents
- Unified Reward has been implemented for council staff to ensure a better overall package across the organisation and the first Unified Reward pay run to c.1,460 council staff was made with a zero error rate
- The business case for Customer Transformation Programme has been approved and phase 1 is in delivery to transform resident facing ICT systems and develop the right face-to-face service points, to improve residents' experience
- As part of The Way We Work, the locality strategy and the full business case for the new offices in Colindale have been approved to ensure our staff are based in the most appropriate locations across the borough to allow them to work securely, safely and effectively, close to the residents they serve and to support the regeneration of the Colindale area. This office move to Colindale will deliver £700k - £1m in MTFS savings

Growth and Development

- By the end of 2016-17 year, over 500 homes will have been delivered through the estate regeneration schemes alone, with significant additional delivery through the Millbrook Park scheme (figures currently being verified).
- Stonegrove community centre and church have successfully been handed over to the local community. Barnet residents now have a new purpose built joint community centre and church, enhancing community facilities and supporting community cohesion.
- The development pipeline has delivered 40 new affordable homes in partnership with Barnet Homes

Environment

- The Recycling and Waste Strategy has been approved, setting out a target for 50% of municipal waste to be recycled by 2020, the Parks and Open Spaces Strategy has been approved to drive economic, social and environmental benefits from parks, and the Street Cleansing Framework is approved, setting out a process of how we should review and improve street cleansing, using intelligence to inform delivery. These key strategic documents will enable the future delivery of MTFS savings within the Environment Portfolio
- The enforcement trial in place to improve the cleanliness of the borough and residents' satisfaction in relation to this
- The Moving Traffic Contraventions scheme, which seeks to improve safety, is proving a success, particularly outside of schools where compliance has been steadily improving
- Depot Moves - Passenger Transport Services and Barnet Community Transport Service have been successfully relocated to North London Business Park, and part of the Highways (winter gritting and DLO) Service has been successfully relocated to Harrow

3 Transformation funding and financial benefits

- 3.1 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.
- 3.2 The following table sets out the total transformation funding and savings from transformation across the MTFS period 2015-2020. With a large programme of over 100 projects (including capital and infrastructure schemes), part of transformation funding is 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.
- 3.3 Overall progress of the programme is and will continue to be reported each quarter to Performance and Contract Management Committee, to oversee delivery of cumulative financial benefits of £167m by 2020.

Portfolio*	Total cost (£k) 2015 - 2020	Total Savings (£k)					Total savings 2015-2020 (£k)
		2015/16	2016/17	2017/18	2018/19	2019/20	
Adults and Health	5,831	967	3,383	4,867	4,854	5,348	19,419
Children and Families	7,154	525	1,626	2,826	1,947	5,429	12,353
Central	3,688	-	542	946	2,045	723	4,256
Growth and Development	1,556	240	2,770	4,976	4,495	588	13,069
Environment	4,128	1,062	6,531	3,595	1,450	793	13,431
Total savings to Base Budget	22,357	2,794	14,852	17,210	14,791	12,881	62,528
Cumulative savings to Base Budget		2,794	17,646	34,856	49,647	62,528	167,471

*N.B this is set out against Transformation Portfolios not Committee Commissioning Portfolios

4 Overall benefits

- 4.1 In addition to the financial savings that will be delivered through the transformation programme, there are a range of broader benefits that will be delivered. The main benefits of key projects that will be delivered by the programme are shown in the following table.

Area	Benefit
Growth & Regeneration	
Empty Properties	Additional investment to bring back more properties into use and provide houses for Barnet Homes to use for temporary accommodation (two year pilot).
Temporary Accommodation	Additional capacity within Barnet Homes to move households out of temporary accommodation and prevent cases of homelessness.
Development Pipeline	Through the provision of affordable supply purchased in the delivery of this scheme the Council will benefit through reduced reliance on more expensive alternative forms of temporary accommodation.

Area	Benefit
Moreton Close	New extra care homes will provide a stable environment, conducive to good health and personal development. Residents will be able to leave hospital sooner as support will be provided within the scheme, resulting in less pressure on the NHS.
Employment and skills	Support for 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.
Environment	
Street Scene ADM	Delivery of more effective and efficient services to maintain high levels of customer satisfaction.
Recycling & Collection	Increase in recycling rates, reduction in waste tonnages and maintenance of high levels of satisfaction with the waste service.
Street Cleansing	Development of an 'intelligence-led' approach to deploying resources to maintain standards of street cleansing in the borough, improvement to resident satisfaction and realisation of operational savings.
Parks	Delivery of the parks strategy, capital investment in parks and increasing community led initiatives.
Street Scene Enforcement	Improvement in street cleaning standards and increase in residents' feedback in relation to the cleanliness of the borough.
Sustainable Transport Strategy	Improvement to the management of traffic flows and parking across the borough, to maintain road safety and air quality, and improve radial routes for public transport.
Children & Family Services	
Family Services Strategy for Change	Exploration of opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people.

Area	Benefit
Theory of Practice/ Practice Improvement	Development of 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 reducing 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.
0-19	<p>Development and delivery of 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.</p> <p>Building the resilience of the most vulnerable through increase in provision of targeted youth services and a more integrated service that is fully joined up around their needs.</p>
Alternative Education	Development of 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	Provision of 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	Implementation of the libraries strategy to maintain the home and mobile library service; continue to develop the digital library; invest in new technology to extend opening hours whilst reducing the number of staffed sessions; recruit more volunteers to support self-service opening hours and to operate Partnership libraries in four locations; and maximise the income generated through commercial or community use of library buildings and co-locating with other public services.
Meadow Close	Replacement and relocation of a Children's Home that complies with current Department of Education Children's Home Regulations and Standards to provide enhanced support to Barnet's Children in Care.

Area	Benefit
Adults & Health	
Adults Transformation and ADM	Development of 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.
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. Continuing 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	Working 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.
Independence of Young People 0-25	Providing support to enable young people aged 0-25 to live as independently as possible, to receive integrated care, to gain access to positive experiences in their local communities, and to support access to meaningful work experiences and live closer to their family and community networks.
Learning Disabilities	Development of employment support opportunities for working aged adults with disabilities and ensure there are sufficient opportunities available in the Borough.
Mental Health	Refocusing of mental health social care on recovery and maximising inclusion. Implementation of a new social work delivery model, aligned with community development whole family approaches and wider well-being.
Sports and Physical Activity (SPA)	Delivery of a contract that can improve the participation levels in sport and physical activity across the borough, improving assets, while delivering the sport and physical activity contract at zero-cost for the council.

Area	Benefit
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 of 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 of the Civic Estate to create fit for purpose, flexible accommodation for the next decade and beyond. Improvements to the quality of accommodation and technology available to office-based staff. Support for regeneration of Colindale area – increased footfall for local businesses and employment opportunities for residents in the Colindale area. Increase in provision of flexible working will improve ability to recruit and retain individuals who require flexible working.
Customer Transformation	Improvement to the website, redesign of key processes, development of the right face-to-face service points, to improve residents' experience and encourage residents to contact the council through the most appropriate and cost-effective means.

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Reserves and balances policy

Background

Reserves and balances help councils cope with unpredictable financial pressures and plan for their future spending commitments. The level, purpose and planned use of reserves are important considerations for the Chief Finance Officer (CFO) and elected members to consider when developing the medium-term financial strategy and setting annual budgets.

This policy sets out the Council's approach to reserves and balances. The policy has regard to the Local Authority Accounting Panel (LAAP) Bulletin 99 'Local Authority Reserves and Balances' published by the Chartered Institute of Public Finance Accountants (CIPFA) in July 2014.

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 CFO.

Reserves are analysed into two categories: usable and unusable.

Types of usable reserve

The Council will maintain the following usable reserves:

- General reserve (sometimes known as general fund balance): to manage the impact of uneven cash flows and unexpected events or emergencies. The level of general reserve to be held is not specified, however the council uses a guide of 5% of annual net revenue expenditure;
- Specific reserves: sums set aside to meet known or predicted specific requirements. These reserves may be 'ring fenced' by statute and can only be used for their designated purpose.

Specific reserves will be maintained as follows:

- Reserves used to balance the medium term financial strategy (MTFS): one off monies factored as income in the MTFS to balance the budget;
- 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 can also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices.

'Unusable' reserves are not resource-backed and therefore cannot be used, these are:

Revaluation Reserves

- Revaluation Reserve - records unrealised gains in the value of property, plant and equipment.
- Available-for-Sale Financial Instruments Reserve – records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets.

Adjustment Accounts

- Pensions Reserve – reconciles the payments made for the year to various statutory pension schemes in accordance with those schemes' requirements and the net change in the authority's recognised liability.
- Capital Adjustment Account - reconciles the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system.
- Financial Instruments Adjustment Account – reconciles the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund.

The Unequal Pay Back Pay Account - this is a specific accounting mechanism used to reconcile the different rates at which payments in relation to compensation for previous unequal pay are recognised under proper accounting practice and are required by statute to be met from the General Fund. This account is not applicable to Scotland.

□ Collection Fund Adjustment Account – this is a specific accounting mechanism used to reconcile the differences arising from the recognition of council tax and non-domestic rates income (England) in the Comprehensive Income and Expenditure Statement to those amounts required to be charged by statute to the General Fund. For example, the credit balance on the Account shows that more tax has been collected on behalf of the authority and the precepting bodies (and central government in England for non-domestic rates income) than an authority is permitted to transfer out of the Collection Fund by 31 March. This account is not applicable to Scotland.

25. Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and

expenditure under proper accounting practice and under statute or regulation.

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;
- Overall effectiveness of governance arrangements and the system of internal control;
- Robustness of the financial planning and budget-setting process;
- Effectiveness of the risk management process and the potential impact of risks identified; and
- 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 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. It has also considered the response to this report by CIPFA.

There are a range of safeguards in place that help to prevent the council over-committing itself financially. These include:

- the balanced budget requirement (sections 31A, 42A of the Local Government Finance Act 1992, as amended);
- chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer / proper officer has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Chief Finance Officer to report to all the authority's councillors if there is, or is likely to be, unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Use of reserves

Judgements about, and use of reserves - to what extent they should be used or set aside to meet either specific or unforeseen future liabilities - can only be made locally, they cannot be prescribed nationally. Local decisions should be taken by

elected members having regard to clear and full information and advice provided by the CFO.

Uncertainty and risk is increasing but one thing is clear, use of reserves is not a long term solution for recurring funding.

The use of reserves will be determined by the Policy & Resources Committee and make recommendations to Council informed by the advice of the CFO.

January 2017

London Borough of Barnet

Debt Management Policy

10 February 2017

Introduction and objectives

The Council has a statutory and fiduciary responsibility to protect public funds for the benefit of all who live and work in the borough.

This document sets out the Council's policy and procedures in relation to the billing, collection and recovery of monies owed to the Council and is to be adopted across all services within the London Borough of Barnet.

The Council is responsible for the collection of:

- Council Tax
- Business Rates
- Housing Benefits Overpayments – this occurs when benefit is paid that the claimant is not entitled to
- A range of chargeable services (General Income).
- Penalty Charge Notices (PCN)

Whilst the majority of this income is collected in a timely manner, there are occasions when debtors do not make payments on time. This gives rise to a requirement to actively manage Council debt, and to set out clearly how the Council will enforce payment of monies owed.

Methods for the billing and recovery of statutory debt are defined within the relevant statute and are designed to comply with best practice.

The Council's objectives in relation to debt are:

- To maximise the level of income collected by the Council by;
 - a) Implementation of a transparent charging policy
 - b) Accurate and timely billing
 - c) Reducing debt levels
 - d) Effective recovery processes
- To pursue all debts, ensuring that those with the means to pay actually do so;
- To provide a corporate approach to the billing, recovery and collection of debt that encompasses the following core principles and is proportional, consistent and transparent.

Definition of a debtor

A debtor is any body (whether an individual or organisation) who has received goods or services from the Council, or is liable for a statutory debt, and who has not yet paid the full amount owed.

For council tax and business rates, a debtor is an individual or organisation that does not adhere to the statutory instalment scheme.

For Housing Benefit overpayments, a debtor is a benefit claimant, or alternative payee such as a landlord, who has been overpaid Housing Benefit as a result of a change in circumstances.

To reduce the number of debtors, service providers must attempt to obtain payment in advance or at the point of service delivery wherever possible. Invoices should only be raised where payment in advance for a service is inappropriate.

Core Principles

Responsibility for maximising income to the Council for the services it charges for is shared by the Chief Finance Officer and Heads of Services.

The responsibility for the collection and enforcement of council tax, business rates and the recovery of overpaid housing benefit is governed by legislation and is administered by the Revenues and Benefits service, the specific legalisation is stated below:

- Council tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments
- Non-Domestic Rates recovery procedures are laid down by statute in The Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 and subsequent regulations and amendments
- Housing Benefits overpayments are reclaimed in accordance with Regulations 99 – 107 of The Housing Benefit Regulations 2006 (and subsequent amendments)

The charging of Parking Penalty Charge Notices (PCN) is under the powers of the Road Traffic Regulation Act 1984 (RTRA 1984), local authorities may:

- impose charges for parking in car parks
- charge for parking in on-street parking bays (e.g. through the sale of permits/vouchers and through various short term payment methods)

Consistent and transparent debt management arrangements will be applied to all sums owed to the Council, with the objective of maximising income and cash flow, but taking account of the cost of collection and recovery.

The CSG Income Team is responsible for recovering debts that have been raised by services, for advising them on debts that are uneconomic to pursue and where debts should be written-off, and for maintaining master data (client details, including blocked customer status etc.).

Service Requirements

Services should attempt to obtain payment in advance of services being provided. Where this is not possible, services should determine their arrangements for allowing credit in consultation with the Income Team, on behalf of the Chief Finance Officer. This document sets out arrangements for doing this. The CSG income team can advise on the most appropriate method for collection of income in advance.

Responsibility for controlling the issue of credit in line with pre-determined arrangements and adhering to the arrangements for customers to whom services have been suspended or terminated due to non-payment (known as 'blocked' customers).

Responsibility for collecting and banking income received in advance and for raising invoices promptly where credit has been allowed.

Provisions

Provisions for bad debts will be determined by the Chief Finance Officer, in conjunction with services and the Head of Exchequer Services or, for council tax and business rates, the Chief Finance Officer and the Revenues and Benefits Manager, as stated with the Council's Financial Regulations.

Charging Policies

The Council will charge for all services where allowable.

The Council will have in place charging policies which are coherent and cost effective. All policies should be transparent and easy to understand.

Charges should cover the full cost of the service unless specific funding or alternative measures are in place.

Each Delivery Unit will regularly review charging policies and fees. This will be in line with the annual budget setting cycle as per the Council's Financial Regulations.

Each Delivery Unit should ensure appropriate methodology is in place to ensure the robustness of the charging and collection policy and delivery.

Performance Management

Prompt recovery action is key to managing debt and maximising income. The Council therefore aims to:

- Regularly monitor the level and age of debt.
- Set clear targets for the recovery of debt.
- Have clear written recovery procedures.
- Set priorities for specific areas of debt and assess recovery methods to ensure maximum recovery.
- Regularly review and propose irrecoverable debts for write-off.

Monitoring and reporting of debt

The following table sets out the frequency and type of debt reporting, the responsibilities associated with monitoring debt levels, and responsibilities for monitoring this policy:

Type of Debt	Activity	Report to:	Responsible Officer	Frequency
Sundry	Aged Debt report	All services	Income & Cashier Manager	Monthly
Sundry	Barnet Major Debtors	Head of Exchequer Services.	Income & Cashier Manager	Monthly
Council tax and business rates	Percentage collected in year	DCLG* ¹	Revenues and Benefits Manager	Quarterly
Housing benefit	Debt Raised Recovered Outstanding and Written Off	DWP* ²	Revenues and Benefits Manager	Quarterly
All debt	Review of Policy	Chief Finance Officer	Head of Exchequer Services	Annually

*1 DCLG: Department for Communities and Local Government

*2 DWP: Department for Work and Pensions

The following table sets out the performance targets for debt invoicing, collection and debt recovery:

Type of Debt	Activity	Target	Responsible Officer
Sundry	Invoicing	Invoice to be raised and despatched within 1 day of the sales order being created.	Income & Cashier Manager
Sundry	Collection	Cheques or cash to be processed within 24 hours of receipt.	Income & Cashier Manager
Sundry	Collection	Payment suspense items to be cleared within 3 days.	Head of Treasury
Sundry	Aged Debt (FIN PI 28)	96% of debt collected within 120 days.	Income & Cashier Manager
Sundry	Aged Debt (FIN PI 29)	97.5% of debt collected within 180 days.	Income & Cashier Manager
Sundry	Aged Debt (FIN PI 30)	98.5% of debt collected within 365 days.	Income & Cashier Manager
Sundry	Aged Debt	Irrecoverable debt to be written off on a regular basis.	Income & Cashier Manager
Sundry	Payment method (FIN PI 31)	To increase the number that pay by direct debit by 5% per annum.	Income & Cashier Manager
Council Tax	Collection (MI)	To achieve an in-year collection target of 96.5%	Revenues and Benefits Manager
Council Tax	Collection (Gainshare)	To achieve a four year collection target of 98.5%	Revenues and Benefits Manager
Business Rates	Collection (MI)	To achieve an in-year collection target of 97.5%	Revenues and Benefits Manager
Business Rates	Collection (PI)	To achieve a four year collection target of 99%	Revenues and Benefits Manager
Housing Benefit	Notification	Benefit Determination letter issued the day after the overpayment has been calculated	Revenues and Benefits Manager
Housing Benefit	Collection	65% of debt recovered in current year against debt raised in current year. 25% of debt recovered in	Revenues and Benefits Manager

Type of Debt	Activity	Target	Responsible Officer
		current year against all debt outstanding 5% of debt written off against all debt outstanding	

Collection and Recovery

Sundry Debt

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 28 days.

After the settlement period, and where legislation permits, the Council may seek to recover interest and any costs that are legitimately due from the debtor to the Council or its agents.

Recovery action will commence no later than 14 days after the demand has fallen due. Escalation processes up to and including litigation are to be agreed between the CSG Income Team and the relevant service departments.

The Council will attempt at all times to use the most appropriate and cost-effective method of debt recovery in order to maximise income.

Council Tax and Business Rates

The Council offers six different payment dates for customers who opt to pay council tax by Direct Debit as this is the most efficient and cost effective method of payment for the Council. Business rates (NNDR) offers Direct Debit on the 5th of the month.

Council tax and business rates follow legislative requirements for collection and recovery, demands are issued in the preceding March of each financial year to allow for the first instalment to be paid in April. Processes are automated to ensure that reminders, final notices and summonses are issued in accordance with the required statutory timescales.

There is a statutory instalment scheme but if this is not adhered to then the legislative recovery process is followed.

Council tax has very high volumes of recovery action, so reminder, final and summon notices are generated automatically. Cases at summons stage are individually checked before the summons is issued.

Housing Benefit Overpayments

For Housing Benefit overpayments the priority is to recover the overpayment from ongoing or arrears of Housing Benefit. If entitlement has ended, an invoice is issued and if the debt is not settled a reminder and then final reminder are issued. There are ranges of recovery methods available should the debt not be paid that are detailed below.

Before enforcement action is taken, the Council will utilise correspondence and telephone contact with the debtor, visits to the debtor's home by designated Council officers, and where cost effective to do so, external collection agents as an alternative means of recovering sundry debts. Additionally, enforcement agents are used to recover unpaid council tax and business rates debts.

Where an external agency is utilised to assist with collection, the flow of information between the Council and the agent must be in a secure electronic format.

All statutory methods of enforcement of debts shall be available for use. These include:

- Attachments of earnings
- Warrants of execution
- Third party orders
- Insolvency
- Possession proceedings
- Deferred payment agreements
- Committal to prison for council tax and business rates
- Charging orders
- Recovery from ongoing or arrears of benefit
- Attachments to state benefits
- Registering debts at County Court

Where legally permissible, the provision of future services to the debtor will be suspended until outstanding debts are settled.

Parking

The Council issues Penalty Charge Notices (PCN) for illegally parked vehicles. The debt is not issued on the Council's accounting system; instead it is specifically allocated on the Council's Parking System.

The link below is the latest version of the Council's Parking Policy, which describes the collection / recovery process in detail.

https://engage.barnet.gov.uk/development-regulatory-services/parking-policy-consultation/user_uploads/parking-policy-12_08_2014.pdf

Council Members and Staff

It is not acceptable for Council members, staff or those employed to owe money to the Council.

The Council will use the information it holds on staff to assist with debt recovery and to make arrangements to clear the debt by salary deductions.

Section 106 of the Local Government Finance Act 1992 imposes a duty on a member whose payments are two months overdue to make a declaration to that effect, and refrain from voting in certain matters.

Dispute Resolution

In case of a dispute with a **sundry debt**, recovery action will be suspended and the dispute referred back to the originating department for resolution within one week. If no response is received after one week a reminder will be sent to the originating department for instruction. If no response is received after a further week the debt will be transferred back to the originating department.

A dispute is not resolved unless it meets one of the following conditions:

- The customer is correct and gets full credit
- The customer is partly correct and gets partial credit and agreed charge
- The customer is incorrect and accepts the charge
- The customer is not correct and does not accept the situation but the service is prepared to pursue the debt

For **council tax and business rates** the disputes are arbitrated by the Valuation Tribunal Service.

Enforcement Agents and Enforcement Management

The ability to refer debts to enforcement is an important tool in the recovery process. The Council appreciates the sensitivity attached to the use of bailiffs.

The Council will seek to use enforcement only where it has determined that this is the most effective collection method for the debt in question.

Enforcement performance and contract management will be in place to ensure compliance with codes of conduct good practice. These services will comply with the National Standards for Enforcement.

Write off procedures

Whilst the Council will make every effort to pursue debts owed by debtors, it recognises that in some circumstances debts will become irrecoverable.

Debts may be regarded as uncollectable where:

- The debt is uneconomic to collect i.e. the cost of collection is greater than the value of the debt.
- The debt is time barred, where the statute of limitation applies. Generally this means that if a period of six years has elapsed since the debt was last demanded, the debt cannot be enforced by legal action.
- The debtor cannot be found or communicated with despite all reasonable attempts to trace.
- The debtor is deceased and there is no likely settlement from the estate or next of kin and where there is written confirmation from the Receiver.
- Insolvency where there is no likelihood of settlement and written confirmation from the Official Receiver or Administrator.

Good practice dictates that, when all methods of debt recovery have been exhausted, any debts that remain irrecoverable are written off promptly in accordance with the Council's Constitution and Financial Regulations. Debt, even when written off, will continue to be pursued for example should a debtor seek to obtain council services in the future, or the debtors whereabouts become known, action will be taken to recover the outstanding debt.

Under the Council's Constitution, the Chief Finance Officer may, subject to that officer being satisfied that all avenues to recover the funds have been investigated, write off bad debts up to the value of £5,000. This will need to be in the format of a delegated powers report.

Bad debt that is to be written off and is in excess of £5,000 must be referred to the Policy and Resources Committee for write off.

The CIPFA Code of Practice on Local Authority Accounting, (The Code) requires the Council's statement of accounts to include sufficient provision for bad debts. This provision will be determined by the Chief Finance Officer, in consultation with the Assistant Director of Finance, the Head of Exchequer Services and other Services. The external auditor will subsequently review this provision for appropriateness.

Generally, the older a debt is, the greater the requirement for a bad debt provision. Provisions are always reviewed as part of the closure of accounts process, but should also be reviewed on a regular basis throughout the year, and any likely requirement to increase the provision at the year end should be identified and reported through regular budget monitoring.

Customer Care and Debt Advice

The Council will:

Collect debts in an efficient way, taking account of personal circumstances.

Deal with debtors in a professional manner at all times treating individuals consistently and fairly and displaying courtesy and respect in accordance with departmental customer care directives.

Recognise where there is a 'can't pay' rather than a 'won't pay' situation.

Provide facilities to enable customers to discuss their debts in a confidential environment offering assistance wherever possible.

Provide all debtors seeking help due to financial difficulties with support:

- Be invited to provide details of their means by listing their income and expenditure, (evidence will be requested if necessary).
- If they have other debts owing to the Council then these will also be considered when agreeing a recovery plan.
Be encouraged to use the money advice services available from the Citizens' Advice Bureau and other debt advice providers.

Advice and assistance

The Council will seek to provide information about debt advice and potential statutory benefits and discounts to those debtors who cannot pay.

Officers will remind debtors of the importance of paying priority debts. Priority debts include council tax arrears. Non-payment of council tax arrears can result in the seizure of debtors' goods, or in the debtor being sent to prison.

For council tax there is a discretionary fund for debtors in hardship with each case being assessed on its own merits and the individual's circumstances.

Customers who are in receipt of council tax support may be referred to enforcement agents if they do not engage or adhere to arrangement plans, but they will not progress to the enforcement stage of the process, thereby avoiding additional costs. Additionally, any customers who are identified as vulnerable will be supported appropriately.

Debtors who are in financial difficulty may find it beneficial to obtain specialist advice from one of the following agencies:

Citizens' Advice Bureau

The Citizens' Advice Bureau offer advice about simple debt problems, and will be able to refer debtors to a specialist advisor if the debt problem is complicated.

Website: <http://www.citizensadvice.org.uk>

Local branches:

New Barnet Citizens Advice Bureau 30 Station Road New Barnet Barnet Hertfordshire Tel: 0844 826 9336 Email: newbarnet@barnetcab.org.uk	Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: www.barnetcab.org.uk
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Money Advice Centres

Money Advice Centres can also provide help with debt problems. Details of the nearest centres may be found by accessing the DirectGov website: www.moneyadviceservice.org.uk and following the link to the relevant advice or by telephoning the helpline on 0800 138 7777.

National Debtline

The National Debtline provides free debt management information to people living in England and Wales. Debtors can contact National Debtline by calling them on 0808 808 4000 or via their website at www.nationaldebtline.co.uk.

Business Debtline

The Business Debtline provides advice for small business in England and Wales. Debtors can contact them by telephone on 0800 197 6026 or via their website: www.bdl.org.uk.

Stepchange

Provides free impartial debt advice and solutions to anyone struggling with debt problems. They can be contacted on 0800 138 1111 or via their website at www.stepchange.org.

Review of this policy

The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. This policy will be

reviewed annually to allow it to be updated and to take any service improvements or changes into account.

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Sundry Debt Write offs

Sundry debt write-off's totalling £49k are requested for write off, the details of which can be seen in Table 1 below.

Actions taken to recover debt over £5,000 are as per the Council's Income and 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 reviewed 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, customers 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 Debts - Write offs over £5k			
Account Reference	Amount	Invoice Date	Comments
1	£5,185.12	30/04/2009	Recovery action exhausted
2	£5,270.96	22/11/2012	Recovery action exhausted
3	£23,735.55	15/11/2013	Recovery action exhausted
4	£8,700.00	15/01/2014	Insufficient funds in estate
5	£6,440.16	14/12/2015	Insufficient funds in estate
Total	£49,331.79		

Council Tax and Non-Domestic Rates

The debts are within the council'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 £21.2m and for Business Rates is £6.4m.

Council Tax

Irrecoverable council tax debts of £45.5k are requested for write off. The individual debts, seven accounts, are all over £5,000 and cover the financial years from 2006/2007 to 2015/2016.

All the debts are in respect of closed accounts apart from one which relates to a bankruptcy. Most are in respect of debtors who have absconded, including some who are known to be abroad. Table 2 below provides a breakdown of the age profile of these debts with the total value for each year recommended for write off.

Attempts to trace absconders include searches of our internal revenues system, credit reference agencies, enquiry notices to owners, agents and new occupiers of properties and visit reports by our Inspection and Enforcement Agents. With regard to cost effectiveness, the extent of tracing activity will correspond to the amount of the individual debts with a greater intensity of checks being carried out in respect of these larger debts. It should be noted that where a debtor is traced following the write off of the debt then the debt will be reinstated and further attempts made to recover, subject to statutory limitation periods and it being economical to do so.

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
	£'s	£'s	£'s
2006/2007	13	97	110
2007/2008	1,080		1,080
2008/2009	1,114	97	1,211
2009/2010	2,416	291	2,707
2010/2011	6,311	194	6,505
2011/2012	6,973	388	7,361
2012/2013	8,478	485	8,963
2013/2014	8,773	582	9,355
2014/2015	5,012	388	5,400
2015/2016	2,496	291	2,787
Grand Total	42,665	2,813	45,478

Non-Domestic Rates (NDR)

Irrecoverable National Non Domestic debts of £3.140m are requested for write off. The individual debts are all £5,000 or more and cover the financial years 2005/06 to 2016/17.

All the debts are in respect of closed accounts. Most are in respect of debtors who have become insolvent or absconded, including some who are known to be abroad. Other debts are either limited companies that have been dissolved or wound up, or companies registered abroad. Insolvency proceedings would not have generated sufficient income to clear these debts because non-domestic rate debts do not rank as a preferential debt. Therefore no further economical action can be taken.

Attempts to trace absconders 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 regard 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 should be noted that, if any of the debtors' whereabouts are discovered following write off, the debt will be re-raised and attempts made to recover it, subject to statutory limitation periods and it being economical to do so.

Table 3 – Non Domestic rates write-offs in excess of £5,000

Financial year debt raised	Liability £'s	Cost £'s	Total Value £'s
2005/2006	1,464		1,464
2006/2007	9,443		9,443
2007/2008	11,933	167	12,100
2008/2009	7,127	334	7,461
2009/2010	15,105	170	15,275
2010/2011	132,457	6,800	139,257
2011/2012	372,798	510	373,308
2012/2013	728,930	2,040	730,970
2013/2014	884,138	10,370	894,508
2014/2015	454,919	5,270	460,189
2015/2016	396,581	3,910	400,491
2016/2017	94,446	680	95,126
Grand Total	3,109,341	30,251	3,139,592

Housing

General Fund and HRA debt Write-offs

The aggregate of the requested scheduled write-offs, where the individual debt level is in excess of £5,000 is £0.179m, with £0.090m relating to the General Fund, temporary accommodation (table 4), and £0.089m relating to the Housing Revenue Account former tenants (table 5).

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 its 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 for 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 (statute barred – greater than 6 years and no longer collectable) 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 4 – Housing General Fund Write offs in excess of £5k

General Fund - Write offs over £5k			
Account Ref.	Amount	Termination Date	Comments
1	£15,989.68	22/11/09	Statute Barred
2	£6,294.42	30/11/09	Statute Barred
3	£6,379.35	20/12/09	Statute Barred
4	£7,020.97	17/05/09	Statute Barred
5	£6,892.68	10/05/09	Statute Barred
6	£8,175.43	12/10/09	Statute Barred
7	£8,524.88	08/11/09	Statute Barred
8	£5,619.42	26/07/09	Statute Barred
9	£5,334.85	26/07/09	Statute Barred
10	£11,470.11	16/08/09	Statute Barred
11	£7,878.88	20/09/09	Statute Barred
Total	£89,580.67		

The bad debt provision will cover the amount of debt proposed to be written off within the Housing General Fund; the current bad debt provision balance is £3.577m.

Table 5 – HRA Write-offs in excess of £5k

Housing Revenue Account - Write offs over £5k			
Account Ref.	Amount	Termination Date	Comments
1	£6,448.49	21/12/15	Deceased without estate
2	£6,032.23	05/03/12	Unrecoverable
3	£5,183.35	11/03/13	Unrecoverable
4	£6,916.71	17/08/15	Unable to Trace
5	£6,070.79	20/04/15	Unable to Trace
6	£6,001.88	24/08/15	Unable to Trace
7	£5,938.20	16/12/13	Unable to Trace
8	£5,310.42	06/07/15	Unable to Trace
9	£19,118.77	09/02/15	Unable to Trace
10	£8,271.43	08/02/16	Deceased without Estate
11	£5,175.08	08/09/14	Unable to Trace
12	£9,103.46	30/05/16	Unrecoverable
Total	£89,570.81		

The bad debt provision will cover the amount of debt proposed to be written off within the Housing Revenue Account (HRA); the current bad debt provision balance is £2.243m.

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Corporate Risk Register (Quarter 3 2016/17)

Appendix M

Strategic risk register

(sorted by Nature of Risk and Residual Risk Score)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
Business Continuity												
STR011	Impact of change in policies	If there is a change in policies or in priorities across the Council / for specific Committees, this would result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget	Chief Executive	Business Continuity	Decisions are made in accordance with legal advice, and the Council undertakes forward planning at the corporate level. The risk to the budget is controlled by the MTFS and business planning process, and members are fully engaged. A draft budget for 2017/18 is out for public consultation, and has been updated to reflect the Local Government Finance Settlement. Briefings have been sent to all councillors and senior management.	4	3	4	3	12	Same	Tolerate
STR013	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macroeconomic changes, the Council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage	Chief Executive	Business Continuity	The Council undertakes forward planning at the corporate level, as well as business planning. The corporate risk management framework and audit process also control this risk.	5	4	5	2	10	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR002	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans / incident response plans, the Council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage	Chief Operating Officer	Business Continuity	The Council has a corporate Business Continuity Strategy and Plan, and we maintain a network of business continuity leads, with quarterly meetings on this subject. We carry out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios.	4	5	4	2	8	Same	Treat
Financial												
STR003	Delivery of transformation programmes	If there are challenges with resource recruitment, changes in market conditions, changes in political decisions, change resistance, poor project management, budgetary management and engagement (staff and residents), this could lead to failure to deliver major transformation programmes, specifically Brent Cross, Mill Hill depot, Colindale office relocation, Street Scene Alternative Delivery Model (ADM), Adults & Communities ADM, Libraries programme and Social Care Practice Improvement and failure to maintain a balanced budget over the MTFS period resulting in resident dissatisfaction, disruption to services, financial loss, and reputational damage	Chief Executive	Financial	We have clear leadership in place through our Commissioning Directors, and the decision-making process is well understood. The Council has a well-established project management methodology and projects are regularly audited against this standard. Our governance structure is set up to support delivery, with member challenge. Our annual finance and business planning processes also support this.	5	4	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR004	In year budget reduction	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. lack of new funding for pressures in Adult Social Care and business rates localisation) that affect LBB services could lead to further reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Financial	We have some contingency and reserves in place to mitigate the short term impact. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. However, we also maintain flexibility within existing plans to instigate recruitment freezes in non-front line services whilst long term plans are being put into place. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	5	3	15	Same	Tolerate
STR005	Growth assumptions in the budgets	Due to a predication of contracts on income and a strategy that is increasingly focused on income, failure to deliver key transformation programmes and / or a fall in income would result in growth assumptions in the budget not materialising, causing potential failure of contracts and partners pulling out, and deterioration of the Council's financial position	Chief Executive	Financial	We have prudent contingency and reserves in place. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	5	3	15	Same	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR010	Potential Fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and neither fit for purpose nor adhered to policies and procedures, this could lead to the Council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage	Section 151 Officer	Financial	The Council observes financial regulations, internal controls and standing orders, and contract procedure rules. There is a counter-fraud framework, including a whistleblowing policy. The Council also has an employee code of conduct, which includes a gifts and hospitality policy, and other HR Policies are in place. There is oversight by the Audit Committee, a dedicated fully qualified independent fraud team (CAFT), and an internal audit team.							
					The CAFT have a risk-based joint work plan (with Internal Audit) and also conduct proactive fraud drives and also the Fraud Awareness Programme and advice. CAFT conduct Fraud Risk Assessments and Data Matching initiatives (such as the National Fraud Initiative) in high fraud risk areas. They are able to respond to referrals of fraud and investigate them through to the appropriate outcome. They work closely with HR where internal fraud also raises disciplinary issues and also are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	4	4	3	3	9	Same	Treat
Health & Safety												

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR012	Potential Health & Safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health & safety / compliance policies & procedures are not sufficiently developed, tested or adhered to by officers, Members or the Council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage	Chief Executive	Health & Safety	H&S policies and processes around managing compliance are in place (available on the intranet), and the five civic buildings are being managed effectively. There are plans to identify gaps for other council stock (though these are not yet implemented). Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these. There is a "split" service, allowing access to additional H&S advice available as required, but alongside Barnet-based staff with H&S knowledge of local issues carrying out monitoring activities (including H&S audits and inspections) as well as a statutory officer in place. We have systems to collect information on incidents, and undertake regular H&S audits and reports to senior officers and Committees.	4	3	4	3	12	Same	Treat
Staffing & Culture												

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR001	Sufficient skilled and experienced resources in the market-place	If there is a challenging recruitment market that impacts the ability to recruit and retain the right staff with the right skills, and causes a lack of stability of senior management, this could lead to limitations in the competency and capability of the workforce to deliver statutory responsibilities and / or corporate objectives resulting in potential legal challenge, impact on financial targets - savings and income, reduced service to residents, reduced residents satisfaction, loss of corporate memory and reputational damage	Chief Operating Officer	Staffing & Culture	There is a new unified reward package, focused on improving the offer to the market. We are building the Council's reputation externally, and have a tailored recruitment programme in place, as well as a graduate and apprentice programme. Our "The Way We Work" programme includes new offices in Colindale, and we are overall making Barnet a better place to work.	4	4	4	3	12	Same	Treat
Statutory Duty												

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR007	Significant safe-guarding incident	If Council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny	Chief Executive	Statutory Duty	<p>Children: elements of the Practice Improvement Plan have been implemented, including training. We also have a supervision policy and practice standards, and undertake quality assurance activity.</p> <p>We adhere to pan-London safeguarding procedures and processes, and ensure scrutiny and oversight of safeguarding via assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board</p> <p>Adults: adherence to the multi-agency pan London safeguarding adults procedures. Training programme. Supervision policy and practice standards. Quality assurance programme in place including case audit, supervision audit, performance monitoring. Assurance reports to SCB Assurance, Barnet Safeguarding Adults board and PQA sub-group; also to Adults committee and HWB annually.</p>	5	5	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR006	Complexity of partnership working in the Borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non-achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage	Chief Executive	Statutory Duty	We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards.	4	4	4	3	12	Same	Treat
STR008	Challenge to the decision-making process	If due diligence, local views, obligations or strength of residents' views are not properly considered by any part of the organisation (retained or commissioned) as part of decision-making for changes to services, this may lead to challenges to the decision-making process resulting in legal challenge, judicial review of process, implications for officers and Members, and reputational damage	Chief Executive	Statutory Duty	Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions	5	4	5	2	10	Same	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR016	Neglecting Corporate Parenting duty	The Council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements, resulting in an increased gap between children in care/care leavers' and their peers in the shorter term and poorer outcomes in the longer term.	Director of Children's Services	Statutory Duty	<p>A joint motion by Councillors to Full Council in November 2015 resulted in the Barnet Care Leavers Pledge. The Child in Care council has been refreshed and the advocacy service is active across Family Services. A Child in Care improvement plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, including through the PEP process.</p> <p>The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners</p>	4	4	3	3	9	New	Treat
STR009	Contract management and clienting of contracts	If commercial and commissioning roles & responsibilities are not clearly defined and realisable or understood by officers and Members, and / or there are inadequate finance controls, this may lead to ineffective contract management & clienting, resulting in delivery of poor level of service, inappropriate decision-making weakening the negotiating position, and financial loss/overspend	Chief Executive	Statutory Duty	We have a contract management framework, with policy and procedures in place for commercial and commissioning activity. The Council's Commercial Team oversee this work, with SROs. We undertake contract monitoring, and members have oversight through the Performance and Contract Monitoring Committee and the Audit Committee. Opportunities for improving this work have been highlighted through the CSG contract review.	4	4	4	2	8	Reduced	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR014	Implementation of Elections reviews	If the Heath Review & the Smith Review into Barnet's election processes & procedures are not implemented, this could lead to an inability to deliver elections in compliance with national legislation and statutory guidance successful challenge of election results, loss of confidence in the electoral function, and the requirement to re-run election and associated financial consequences and reputational damage	Chief Executive as the Returning Officer	Statutory Duty	The recommendations of the Heath review have been implemented. The independent Smith review, a wider electoral services review, was completed in November and presented at the November General Functions Committee. In summary, Dr Smith's review found that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance. Dr Smith's report proposed 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations were all accepted by the Council and the Returning Officer and initial responses were presented with further work for full implementation of the review's recommendations within 2017.	4	4	4	2	8	Reduced	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR015	Effective running of the democratic process	If there was an inability to deliver elections in compliance with national legislation and statutory guidance, due to poor processes or inadequate resources (finance, people, accommodation etc.), it could lead to the successful challenge of election results, loss of confidence in the electoral function, and the requirement to re-run election and associated financial consequences and reputational damage	Chief Executive as the Returning Officer	Statutory Duty	Monthly election meetings are chaired by the Returning Officer (CEO) to track progress and issues, and the recommendations of the Heath review have been implemented. An action plan is being developed to ensure implementation of wider recommendations from the Smith review within reasonable timescale.	4	4	4	2	8	Same	Treat

Escalated service risks (scoring 15 and above)

(sorted by Delivery Unit, then Nature of Risk and Residual Risk Score)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
Adults & Communities												
AC002	Failure of care provider	A care provider could suddenly be unable to deliver services, due to: - provider going into administration - failure of regulatory inspection relating to quality of service - care provider chooses not to deliver services - HS&E breach leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences, breach of statutory duty,	Head of Integrated Care Quality	Business Continuity	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	5	5	5	4	20	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC001	Increased overspend to meet statutory duties	Adults & Communities Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director	Statutory Duty	<p>The Council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year.</p> <p>The Joint Strategic Needs Assessment will identify future demand pressures, and the Council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model/ Alternative Delivery Vehicle which focus on reducing demand for services and finding more creative ways to manage complex need.</p>	5	5	5	4	20	Same	Treat
AC003	Unacceptable level of quality services provided by care providers	Unacceptable levels of quality of services provided by care provider could lead to additional dedicated Barnet resource needing to be put in place to address the situation, resulting in reduced ability to manage BAU, financial consequences. If the additional resource is not able to address the underperformance of the care provider, this could also lead to harm to individuals, reputational consequences	Head of Integrated Care Quality	Statutory Duty	<p>For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers.</p> <p>The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector.</p>	4	5	4	4	16	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC004	Surge in demand from NHS	An unpredictable surge in demand from the NHS in situations where there is limited capacity could lead to the DU being unable to meet this demand within the NHS's required timescales. This could result in financial consequences, operational disruption leading to rushed decisions being made that have unintended negative consequences, potentially for individuals that have been discharged, and increased central government scrutiny.	Assistant Director Adult Social Care	Statutory Duty	System-wide resilience monies have been made available and these can be used to buy in extra capacity, subject to agreement by the NHS-led Improvement Board. There are monthly system resilience and operational resilience meetings between LBB, CCG and NHS Provider Trusts to discuss & manage pressures in the system, and to deliver action plans. Daily conference calls are in place to deal jointly with events as these happen.	4	5	3	5	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC008	Non-adherence to safeguarding policies and procedures	Staff non-adherence to policies and procedures (specifically safeguarding within the Care Act, and London-wide safeguarding policies and procedures), resulting in death or serious harm to individuals, legal challenge, financial loss, decreasing staff morale due to greater pressure and reputational damage.	Head of Safeguarding Adults	Statutory Duty	<p>Staff are required to undertake CPD of 5 days training & development per year, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision. Regular case file audits take place (using a pool of auditors from across the Department). Monthly reporting to leadership team on safeguarding activity. Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted.</p> <p>The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.</p> <p>Social workers are required to maintain professional standards for statutory registration with HCPC.</p> <p>Staff are supported and supervised by a senior social worker/ team manager in accordance with policy; in addition supervision, advice and guidance is provided from the Head of Safeguarding and specialist Safeguarding Team.</p>	5	4	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC011	Breach of mental capacity act or code of practice	Insufficient experienced staff and non-adherence to policies and procedures (permanent and agency, at all levels) to meet rising demand and complexity could lead to breach of the Mental Capacity Act or Code of Practice, resulting in Barnet not acting in someone's best interest (Mental Capacity Act), and as a result serious harm to individuals and/or the ongoing impact of such a breach on an individual's life; legal challenge, financial loss (legal costs) and reputational damage.	Assistant Director Social Care	Statutory Duty	<p>As with safeguarding issues, staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision (and responds to, for example, supervision and other quality audits). Regular case file audits take place (using a pool of auditors from across the Department).</p> <p>Monthly reporting to leadership team on safeguarding activity. Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) meets regularly.</p> <p>Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.</p>	5	4	5	3	15	New	Treat
Barnet homes												

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG001	Unviable cost of development scheme	<p>The Barnet Group are unable to deliver the portfolio of housing development schemes at a viable cost due to:</p> <ul style="list-style-type: none"> - external factors (change of legislation, economic, confidence in the market, availability of finance) - recruitment and retention of skilled individuals within the development team - viability of house design - planning permission which results in the termination of the scheme, financial impact across Council and Barnet Group (impact on staffing and sunk costs), reputational damage, knock on effect on ability to deliver the homelessness agenda 	Strategic Lead Housing	Financial	<p>Membership of professional bodies provides access to market intelligence. We undertake sensitivity analysis/stress testing of the financial business plan, with external support.</p> <p>There is a permanent team in place with relevant skills, and professional support from a team of advisors. TBG's governance structure, and reporting and to the senior leadership of the council and project boards, also contributes.</p> <p>Upfront work is undertaken with RE to ensure schemes are viable (e.g. planning), and there are upfront surveys of sites.</p> <p>There is also a stakeholder engagement plan, the council's project management toolkit, and council resource in place to support TBG. The council has agreed to use RTB receipts to help fund the scheme. Finally, there is an agreed procurement strategy</p>	5	4	5	3	15	Same	Treat

Customer Support Group (CSG)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
CSG13	IT service obsolescence	Inability of current infrastructure to handle multiple service applications due to portfolio of systems not being managed properly, with many approaching end-of-life, resulting in outdated and unusable systems, poor-performing systems and potential security breaches	Head of Information Management	Business Continuity	<p>Network design is validated through Public Services Network certification and Capita third party assurance.</p> <p>Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure.</p> <p>Capacity checks on wireless network are currently taking place to increase speed and resilience.</p>	4	5	4	4	16	Reduced	Treat
CSG12	IT service failure	Poor or non-maintenance by supplier of IT infrastructure, network services and applications at desired levels of speed resilience and security due to mismanagement and/or inadequate technical specification, leads to an IT service failure resulting in loss of critical service provision and associated ability to provide service continuity with accompanying reputational damage and cost to remedy (and potential litigation in event of breach of statutory obligations)	Head of Information Management	Business Continuity	<p>To address this risk, we have a validated network design and dedicated infrastructure staff. Network design is validated through Public Services Network certification and Capita third party assurance.</p> <p>Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure.</p> <p>Capacity checks on wireless network are currently taking place to increase speed and resilience.</p>	5	4	5	3	15	Reduced	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS004	Serious gang-related incident	As a result of inappropriate decision making, which could be exacerbated by a lack of timely access to information, a gang and serious youth violence related incident could occur involving one or more young people within the borough resulting in a child death and reputational damage.	Asst. Director, Social Care	Health & Safety	Our Gangs and Serious Youth Violence Strategy is overseen by the Community Safety Partnership Board and Youth Offending Partnership Board. We also have a gangs operational group, and a gangs, missing and child sexual exploitation strategic group.							
					Our gangs operational protocol and screening tool helps control this risk, as well as the Keeping Young People Safe preventative project.	5	5	4	4	16	Same	Treat
					A new multi-disciplinary team is being established to deliver intensive, wraparound interventions for high risk adolescents.							
FS001	Significant child safe-guarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Asst. Director, Social Care	Statutory Duty	Elements of the Practice Improvement Plan have been implemented (including training). Delivery of the plan is monitored regularly and overseen by a Board chaired by the Chief Executive.							
					Supervision and practice standards help to control this risk, as well as quality assurance activity.	5	5	4	4	16	Same	Treat
					We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.							

Key

IMPACT	Score:		LIKELIHOOD				
			1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost Certain
	5	Catastrophic	Moderate	Medium / High	High	High	High
	4	Major	Moderate	Medium / High	Medium / High	High	High
	3	Moderate	Low	Moderate	Medium / High	Medium / High	High
	2	Minor	Low	Moderate	Moderate	Medium / High	Medium / High
	1	Negligible	Low	Low	Low	Moderate	Moderate

Treat	Implement controls and/or mitigations
Terminate	Avoid the activity that gives rise to the risk
Tolerate	Take the risk
Transfer	Outsource the activity; purchase insurance

Corporate Plan 2015 – 2020

2017/18 addendum & targets

This document is an addendum to the **council's Corporate Plan 2015– 2020**, which sets out updated performance indicators for 2017/18. The full Corporate Plan 2015 – 2020 can be found at: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

Introduction from the Leader of the council

(To be finalised)

Corporate Plan priorities

The **principles** of **Fairness**, **Responsibility** and **Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

Fairness

- fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer
- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020, we will target resources on those most in need and support residents to stay independent for as long as possible
- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services**, and striving to continuously improve the standard of services
- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

Barnet Council's financial position 2017-2020

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

- in Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £112m between 2011 and 2016 – 36.5 per cent of its budget
- the savings gap which was identified for 2017 to 2020 was £61.5m
- there was a commitment to support the budget in 2019, agreed by Council in March 2016, of £5m from reserves, with a remaining gap of £56.5m
- the table below outlines the in-year savings to 2020, totalling £53.9m. The council has met the gap by using New Homes Bonus, reserves and identifying additional savings.

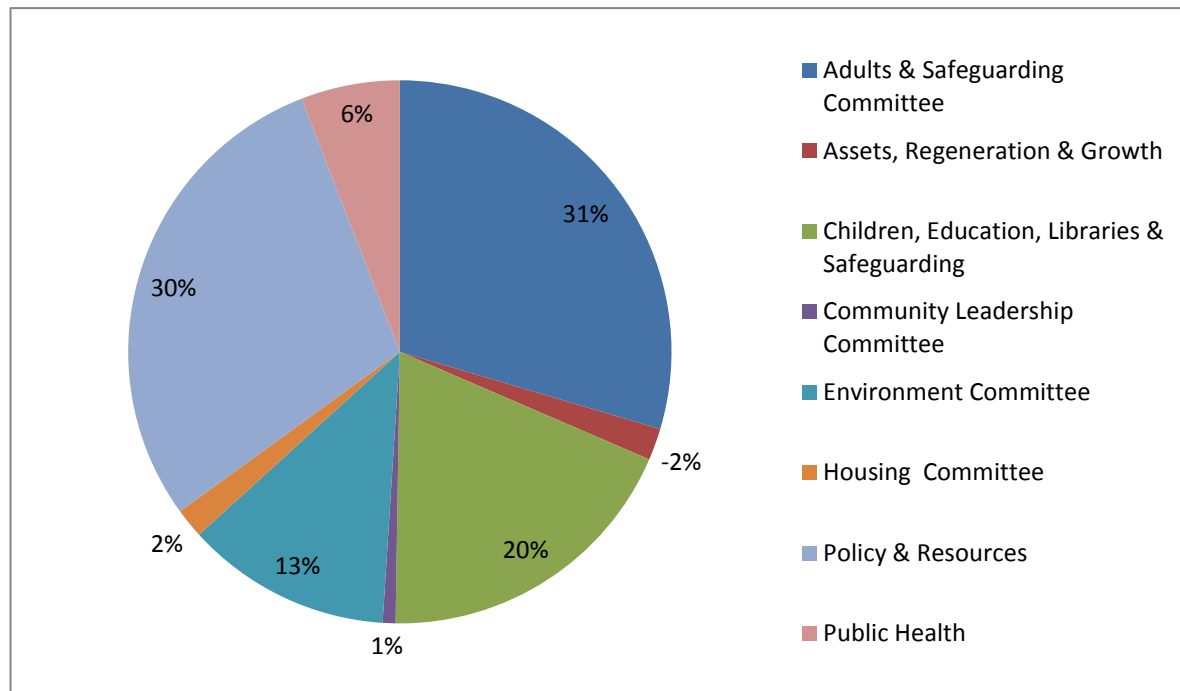
2017/18	2018/19	2019/20	Total
£19.825m	£16.667m	£17.361m	£53.863m

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

Medium Term Financial Strategy to 2020

- the council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade
- the council's revenue budget at the start of 2017/18 is £270.3m, which is split by the main council 'Theme' Committees as follows:

Barnet Council's Revenue Budget 2017/18: £270.3m



* The budget proportions above exclude Special Parking Account £10m and additional Council Tax income £6.9m

The table below outlines the savings which have been allocated to each of the council's Committees over the next four years.

Theme Committee	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Adults & Safeguarding	4,867	4,854	5,348	15,069
Assets, Regeneration & Growth	4,976	4,995	2,088	12,059
Children, Education, Libraries & Safeguarding	3,656	2,624	5,679	11,959
Community Leadership	-	-	243	243
Environment	3,965	1,915	680	6,560
Policy & Resources	2,361	2,289	3,323	7,973
Total	19,825	16,677	17,361	53,863

DELIVERING OUR VISION – ACTIVITIES AND INDICATORS FOR 2017/18

The tables below outline the key areas of focus across the council for 2017/18, along with the basket of indicators that will be used to monitor progress against the strategic priorities, in relation to the principles of fairness, responsibility and opportunity.

- **Delivering quality services** (Responsibility)
- **Responsible growth, regeneration and investment** (Opportunity)
- **Building resilience in residents and managing demand** (Fairness)
- **Transforming local services** (Opportunity)
- **Promoting community engagement, independence and capacity** (Responsibility)

Key:

CPI = Corporate Plan Indicator

Delivering quality services (Responsibility)

We strive to deliver services to the highest possible standard and to continuously improve this standard. We are committed to high quality customer service and being as transparent as possible with the information we hold and our decision-making. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Council tax and business rates	Maximising the collection of business rates and council tax, with aspirations to be the best in London.
Adult social care	Introducing a strength-based approach to adult social care 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 to remain independent, stay healthy and live for longer in their own homes; developing the skills of the social care workforce to enable them to work in this way .
Children's social care	Continuing to implement the Practice Improvement Plan with a focus on building resilience through purposeful social work practice, enabled by appropriate tools and a high quality workforce.
Foster care	Increasing the size and effectiveness of the in-house foster care service to help a greater number of children and young people to move from residential to foster care placements, which provide support in a family environment and are less expensive for the council to provide.
Education	Developing a new family friendly education strategy, in partnership with schools, with a focus on maintaining excellence across the partnership of Barnet schools to ensure that all children, particularly those who are vulnerable, get a good start in life and develop resilience to achieve the very best they can.

Key areas of focus	How this contributes to the Corporate Plan priorities
Clean and safe places	Delivering services that our residents value most to a high standard, including keeping our neighbourhoods and town centres clean, safe and healthy, maintaining our parks and open spaces, ensuring that our roads and pavements are well looked after and that we are reaching the highest possible standards of air quality.
Highways	Progressing the Network Recovery Footway and Highway schemes.
Enforcement approach	Improving the overall approach to planning and enforcement, including taking action against breaches to planning regulations; developments that cause damage to our highways; and enviro-crime such as littering and fly-tipping.
Customer services	By 2020, resolution of issues without needing the customer to follow up will occur over 80% of the time and satisfaction with the end to end customer experience will exceed 80%.
Commitment to transparency	Continuing to develop and improve the council's Open Data Portal, which provides access to a wealth of council data and information which anyone can access online. Barnet's Open Data Portal has been recognised by the Cabinet Office and the Taxpayers Alliance as a model on best practice in transparency. Building on our ground breaking move to publish the two major contracts with Capita, the council will continue to look to publish other major contracts. We will look to go further than is required in publishing our data where feasible, building our decision to publish details of our spending down to the last penny (the government requirement is a minimum of £500).

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Council Tax and business rates							
CPI	CG/S22	Council Tax collection	98.5%	98.4%	98.5% (4-year target)	98.5% (4-year target)	Commissioning Group
CPI	CG/S23	Business rate collection	99.0%	98.1%	99.0% (4-year target)	99.0% (4-year target)	Commissioning Group
Best practice social care							
CPI	AC/S1 (Annual)	Percentage of people who use adult social care services satisfied with their care and support (survey) ¹	61% (within confidence interval)	Not reported – due Q2 17/18	61.3% (within confidence interval)	Top 25% in England (67.5% in 15/16)	Adults & Communities New Corporate Plan indicator

¹ All indicators based on the Adult Social Care user survey are set using a 'confidence interval' which takes account of the margin of error that may result from surveying a small sample of the population.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	85%	100%	85%	85%	CSG	New Corporate Plan indicator
Focus on foster care								
CPI	NEW – TBC (Annual)	Percentage of children newly placed in London Borough of Barnet foster care ²	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services	New indicator proposed by SCB
Education								
CPI	CES/S1	Percentage of primary schools rated as rated as 'good' or better	95%	94%	95.5%	100%	Education & Skills	
CPI	CES/S3	Percentage of secondary schools rated as rated as 'good' or better	92%	92%	95.8%	100%	Education & Skills	
CPI	CES/S18 (a)	Percentage of 16-18 year olds who are not in education, employment or training	London Top Quartile (2.4% in 2015)	2.3% (Q2 Target 2.5%)	London Top Quartile (2.4% in 2015)	London Top Quartile (2.4% in 2015)	Education & Skills	
CPI	Formerly CES/S13 (a) (Annual)	Average attainment 8 score	Top 10% in England (AY 15/16)	55.70	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education & Skills	England 48.2; London 51.7 in January 2017
CPI	Formerly CES/S13 (b) (Annual)	Average Progress 8 score	Top 10% in England (AY 15/16)	0.32	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education & Skills	England 0; London 0.16 in January 2017
CPI	CES/S24 (Annual)	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Improve national ranking (AY 15/16)	59.0%	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education & Skills	England 53%; London 59% in January 2017

² New indicator – targets set as Monitor.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	NEW – TBC (Annual)	Attainment and progress of looked after children (measured through basket of indicators) ³	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Education & Skills	New indicator proposed by Commissioning Group
Parks and open spaces								
CPI	SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces	72%	72% (Autumn 2016)	73% (Autumn and Spring)	75%	Street Scene	
Clean and safe places								
CPI	PI/S3 (RPS - Biannual)	Percentage of residents who are satisfied with parking services	30%	24% (Autumn 2016)	30% (Autumn and Spring)	London average (33% in 14/15)	Commissioning Group – Parking & Infrastructure	
CPI	SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning	58%	51% (Autumn 2016)	60% (Autumn and Spring)	62%	Street Scene	London average was 55% in 14/15
CPI	CG/S11 (RPS - Biannual)	Percentage of residents who are satisfied with repair of roads	35%	33% (Autumn 2016)	35% (Autumn and Spring)	London average (41% in 14/15)	Commissioning Group	
CPI	CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with quality of pavements	35%	34% (Autumn 2016)	35% (Autumn and Spring)	London average (41% in 14/15)	Commissioning Group	
CPI	KPI 2.1-2.3 (NM)	Highways defects made safe within agreed timescales	100%	Fail (data not available)	100%	100%	Re	
CPI	NEW - TBC	Highways service requests ⁴	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Re	New indicator proposed by SCB
CPI	NEW - TBC	Satisfaction with NRP repairs (from door knocking surveys) ⁵	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Re	New indicator proposed by SCB

³ New indicator – targets will be set after methodology agreed and baseline identified.

⁴ New indicator – targets will be set after methodology agreed and baseline identified.

⁵ New indicator – targets will be set after methodology agreed and baseline identified.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Improving customer services								
CPI	CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things	73%	71% (Autumn 2016)	74% (Autumn and Spring)	75%	Commissioning Group	
CPI	CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live	90%	85% (Autumn 2016)	90% (Autumn and Spring)	90%	Commissioning Group	
CPI	CG/S19 (RPS - Annual)	Percentage of residents who report that it is easy to access council services	67%	Not reported – due Q2 17/18	70% (Spring only)	75%	Commissioning Group	
CPI	CG/S24	Overall satisfaction with customer services (excludes web satisfaction) ⁶	88%	89% (Q3 Target 87%)	88%	90%	Commissioning Group (incl. CSG, Re and Barnet Homes)	
CPI	CG/S25	Satisfaction with the council's website	51%	52% (Q3 Target 51%)	54%	TBC ⁷	CSG / Commissioning Group	A score of 50% is likely to achieve the top 10% for England as measured by GovMetric

Responsible growth, regeneration and investment (Opportunity)

In an era of reduced government funding, growth is necessary for councils to increase the local tax base and generate income to spend on public services. The council has an ambitious programme of regeneration, which aims to create new homes and jobs, and the proceeds of this growth will be reinvested in the borough's infrastructure and essential community facilities. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
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⁶ CSG contract targets are reviewed on an annual basis. The council will seek to confirm targets by the start of the financial year. 2019/20 targets are subject to change.

⁷ The proposed target is "55% and Top 10% for England".

Key areas of focus	How this contributes to the Corporate Plan priorities
Regeneration and investment in infrastructure	The building of more than 20,000 new homes by 2025 – the most in outer London – across our seven major growth and regeneration sites, in particular Colindale and Brent Cross Cricklewood, and delivering a pipeline of new homes on council land, with current plans for over 700 homes including 320 new council homes.
	Using development to fund new high quality community infrastructure, including a new library at Church End, youth zone, school and nursery places and leisure centres.
	Developing space for 30,000 new jobs, mostly at Brent Cross, and supporting the expansion of the existing shopping centre.
Entrepreneurial Barnet	Recognising that they are at the heart of communities, continuing our programme of investment in Barnet's town centres, focusing particularly on Burnt Oak, Finchley Church End, Golders Green and Edgware. We will also work with 'town teams' and other groups such as neighbourhood forums to ensure an attractive and healthy environment for local businesses, shoppers and residents.
	A range of programmes designed to create the conditions for a thriving local labour market so all residents, including young people and social care clients, are equipped to take advantage of the employment opportunities that growth will bring.
	Getting the basics right will ensure that businesses are treated as customers by the council, able to access information about council services easily and at first contact wherever possible, and at times that suit them, and that businesses who need to transact with regulatory services such as licencing, environmental health, planning or building control are able to do so quickly and easily.
One public estate	Working with central government and local agencies on public property and land issues through sharing and collaboration, we will deliver more integrated and customer focused services, reduce running costs, create economic growth (new homes and jobs) and generate capital receipts.
Health estates pilot	Optimising the use of health and care estate across the North Central London sub-region and identifying surplus health estate land for development and regeneration.
Sport and physical activity	Identifying opportunities to invest in sport and physical activity through Section 106 monies, the community investment levy and other external strategic funds (e.g. Sport England, National Lottery) to support growth, demand and regeneration. And, through the Fit and Active Barnet Partnership, widening access to and use of facilities and identifying opportunities for co-location and community hubs.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Regeneration and investment in infrastructure								
CPI	KPI001 (A&A)	Compliance with planning application statutory timescales	75%	81.4%	75%	75%	Re	
CPI	REGEN KPI01	New Homes completed ⁸	NEW FOR 2017/18	NEW FOR 2017/18	2,313	TBC	Re	New Corporate Plan indicator (replaces Re/S11)

⁸ 2017/18 targets for Re will be confirmed by the start of the financial year. 2019/20 targets are subject to change.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	REGEN KPI05	Delivery of affordable housing completions ⁹	NEW FOR 2017/18	NEW FOR 2017/18	112	TBC	Re	New Corporate Plan indicator (replaces Re/S17)
CPI	Re/S17 (Annual)	Percentage of New Build homes that are affordable	40%	Not reported – annual	Monitor (40%)	Monitor (40%)	Re	
CPI	CG/S6 (RPS - biannual)	Percentage of residents who list affordable housing as a concern	Monitor	34% (Autumn 2016)	Monitor (Autumn and Spring)	London average (23% in 14/15)	Commissioning Group	London average was 23% in 14/15
Entrepreneurial Barnet								
CPI	Re/S1 (Annual)	Business survival rate across the borough (number of Barnet businesses surviving for more than 2 years)	4%pts more than comparable boroughs	Not reported – due Q4 16/17	4%pts more than comparable boroughs¹⁰	5%pts more than comparable boroughs	Re	Comparable boroughs (Brent, Bromley, Harrow, Havering) average = 2.16 % points better than baseline in 15/16
CPI	Re/S3 (Annual) Re/SK3	Reduce the number of "Vacant High Street Properties" across the borough	2.5% better than comparable boroughs	Not reported – due Q1 17/18	2.5% better than comparable boroughs¹¹	2.5% better than comparable boroughs	Re	Comparable boroughs (Bromley, Ealing, Haringey, Lewisham, Brent and Harrow) average = 7.15% vacancy rates in 15/16
CPI	Re/S14 (Annual)	Business satisfaction with the council and area (local survey) ¹²	TBC ¹³	Not reported – due Q4 16/17	Monitor	TBC	Re	
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Monitor	32%	Monitor	Monitor	Commissioning Group	
One public estate								
CPI	CG/C25	Income from the estate	£3.37m	£2.99m (Q3 Target £2.47m)	£3.37m	Increase	Commissioning Group - Estates	New Corporate Plan indicator

⁹ The 2016/17 target was 375 units. 2017/18 targets for Re will be confirmed by the start of the financial year. 2019/20 targets are subject to change.

¹⁰ Comparable boroughs (Brent, Bromley, Harrow, Havering) average = 2.16 % points better than baseline in 2015/16.

¹¹ Comparable boroughs (Bromley, Ealing, Haringey, Lewisham, Brent and Harrow) average = 7.15% vacancy rates in 2015/16.

¹² New methodology for survey to be confirmed. Target set as Monitor for 2017/18 whilst baseline identified.

¹³ New methodology for survey to be confirmed.

Building resilience in residents and managing demand (Fairness)

We will focus on the strengths and opportunities in our communities and target resources at those most in need. The council will support residents to stay independent for as long as possible through equipping people to help themselves and intervening early to address issues as they arise rather than waiting until they reach a critical stage. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Health and social care integration	Working with colleagues in the NHS to reduce the number of people who have unnecessary hospital admissions by ensuring that care is closer to home through greater provision of primary and community care and improving the experience of service users, promoting independence and enabling self-care.
Independence for all adults	Working with service users, families and carers to put in place early support that will help them stay independent for longer; and working with colleagues in the NHS to put services in place to self-manage conditions.
	Increasing employment rates for people with learning disabilities and people with mental health conditions by working with providers to introduce a supported employment service into the borough. This will ensure employers and individuals are matched and support is in place to help people stay in work.
	Promotion of self-management and living well through innovative service development such as structured education and health champions, and social prescribing. As part of living well, a new smoking cessation service will be commissioned.
Specialist housing	Diversifying Barnet's accommodation to ensure that it supports older people, people with learning disabilities and autism, and mental health conditions to live independently for as long as possible – through things like home adaptations, accessible housing, use of integrated technology and access to a network of local services.
Resilient futures	Safely reducing the rate of children in care through targeted and specialist interventions that build resilience, including the development of an adolescent hub for those on the edge of care and increasing the use of local fostering placements.
Building resilience for vulnerable young people	Developing a specialist team to work with a specific cohort of vulnerable young people to build their resilience, including those who are at risk of serious youth violence, sexual exploitation, missing and homeless.
Preventing homelessness	Alongside our programmes to build and acquire new homes, tackling the rising demand for help with housing through work to prevent homelessness and reducing the number of people in temporary accommodation.
Recycling and waste minimisation	Developing a strategy for achieving a 50% recycling rate by 2020. Recycling is less expensive for the council than disposing of waste allowing resource to be deployed elsewhere.
Supporting people into work	A new approach to place based commissioning and targeting resources to areas of greatest need through proactive work with longer-term unemployed to help them help themselves. This approach is delivering results with nearly 200 people supported into work in the first year.
	Continue to provide support via MaPS, IPS and BOOST for people with mental health issues to attain employment.
	Implementing welfare reform - for every £1 invested in the service will return £3 to the public sector through reduced welfare spend. Last year, we engaged with 96% of Barnet residents affected by the Benefit Cap and helped 35% into work.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Health and social care integration								
CPI	AC/S9 ASCOF2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	530	262.0 (Q3 Target 363.8)	500	Top 10% of comparable boroughs (265.9 in 15/16)	Adults & Communities	
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	16.6	8.50 (Q2 Target 10.10)	15.0	Top 10% in the country (4.98 in 15/16)	Adults & Communities	
CPI	NEW - AC/C16	Number of referrals to hospital social work teams	Monitor	526	Monitor	TBC	Adults & Communities	New indicator proposed by service
CPI	NEW - TBC	Working age adults who have moved out of residential care into stable accommodation ¹⁴	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	TBC	Adults & Communities	New indicator proposed by Commissioning Group
Independence for all adults								
CPI	AC/C17	Percentage of contacts that result in a care package	Monitor	20%	Monitor	Monitor	Adults & Communities	New Corporate Plan indicator
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live-in their own home or with their family	63%	62.4%	65%	England average (75.96% in 15/16)	Commissioning Group/ Adults & Communities	
CPI	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	10.8%	9.4% (Q3 Target 10.4%)	10.8%	Top 10% in England (11.68% in 15/16)	Commissioning Group/ Adults & Communities	

¹⁴ New indicator – target set as Monitor for 2017/18 whilst baseline identified. ‘Stable accommodation’ mirrors the definition of ‘settled accommodation’ in the Adult Social Care Outcomes Framework accommodation-related indicators. The term describes arrangements where the individual has security of tenure in the place where they live, either in their own right or as part of a household, as opposed to being homeless, in temporary accommodation or in residential / nursing care.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	7.2%	6.1% (Q3 Target 6.8%)	7.5%	Top 25% of comparable boroughs (8.23% in 15/16)	Commissioning Group/ Adults & Communities	
CPI	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	83%	84.7% (Q3 Target 82.5%)	83%	Top 25% of comparable boroughs (79.53% in 15/16)	Commissioning Group/ Adults & Communities	
CPI	AC/S10 (ASCOF 1B) (Annual)	Percentage of people who feel in control of their own lives (survey) ¹⁵	69% (within confidence interval)	Not reported – due Q2 17/18	70% (within confidence interval)	Top 25% in England (79.5% in 15/16)	Adults & Communities	
CPI	AC/S15 (ASCOF 4A) (Annual)	Percentage of people who use services who say those services make them feel safe and secure (survey)	80.1% (within confidence interval)	Not reported – due Q2 17/18	79.6% (within confidence interval)	Maintain performance	Adults & Communities	
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers ¹⁶	3000	2584 (Q3 Target 2250)	3300	TBC	Adults & Communities	
Resilient futures								
CPI	NEW - TBC	Ratio of children subject to: CAF:CiN:CP:LAC (per 10,000) ¹⁷	NEW FOR 2017/18	NEW FOR 2017/18	Monitor – and seek to reduce LAC and increase CAF	Monitor – and seek to reduce LAC and increase CAF	Family Services	New indicator proposed by service
Build resilience for vulnerable young people								

¹⁵ All indicators based on the Adult Social Care user survey are set using a 'confidence interval' which takes account of the margin of error which may result from surveying a small sample of the population.

¹⁶ Methodology for indicator is likely to change by 2019/20, so target will be confirmed then.

¹⁷ CAF = Common Assessment Framework; CiN = Children in Need; CP = Child Protection; LAC = Looked After Children

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training ¹⁸	55% Above our statistical neighbours	63.8%	Above statistical neighbours (51% in 15/16, LAIT)	Top 10% in England (68% in 15/16, LAIT)	Family Services	
Preventing homelessness								
CPI	BH/S2	Number of homelessness preventions	900	720 (Q3 Target 675)	900	900 (TBC)	Barnet Homes	
CPI	BH/C4	Numbers of households in Temporary Accommodation	2700	2861 (Q3 Target 2800)	2700	Monitor	Barnet Homes	
CPI	NEW - TBC	Families with Children in Temporary Accommodation ¹⁹	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	TBC	Barnet Homes or Commissioning Group	New indicator proposed by SCB
CPI	EH021	Compliance with licensing requirements for Houses in Multiple Occupation	60%	68.4%	60%	90%	Re	
Recycling and waste minimisation								
CPI	SS/S3	Percentage of household waste sent for reuse, recycling and composting	42%	39.9% (Q2 16/17) (Q2 Target 41.9%)	42%	50%	Street Scene	
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services	80%	75% (Autumn 2016)	82% (Autumn and Spring)	85%	Street Scene	London average 69% for refuse; 66% for recycling in 14/15
Supporting people into work								
CPI	CG/S1 (Quarter)	Unemployment (of people on out of work benefits)	Monitor	5.2% (Jul 2015 - Jun 2016)	Monitor	Monitor	Commissioning Group	

¹⁸ Methodology changing in 2017/18 to include 18 year olds. .

¹⁹ New indicator – target set as Monitor for 2017/18 whilst baseline identified.

Transforming local services (Opportunity)

As a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer. This means delivering differently and working with a range of public, private, and voluntary sector organisations to ensure we can meet our priorities. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Family Services Strategy for Change	Exploring opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people.
Health visiting and CAMHS	Re-commissioning health visiting to be more integrated with other early years' provision and jointly re-commissioning CAMHS with the CCGs to focus the service on resilience building and earlier intervention and prevention.
Libraries	Implementing the new model of library provision to retain all 14 library sites, as well as the home, mobile and school library services, whilst delivering savings. This will be achieved through reducing staffed hours and introducing Self-Service Opening, which will increase the total overall opening hours at 10 library sites. Library sizes will be reduced to release space for commercial letting and four libraries will become community-run – utilising the capacity of local community groups, volunteers and the voluntary sector.
Street services ADM	Delivering the outcomes of the Street Services ADM project.
Digital by default	By 2020, the majority of customer interaction with the council will be via the web and other self-service channels, which will be quicker and more convenient. My Account will enable customers to take control of their transactions with the council across a wide range of services and receive transparent and proactive updates on progress on their cases until they are resolved. We'll ensure that those who are unable to access services digitally are still supported.

Promoting community engagement, independence and capacity (Responsibility)

We want to support residents and the wider community to become more independent and self-sufficient. This means residents having more of a say in the future of their local area, and where appropriate, taking on more responsibility for local services. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Family friendly Barnet	Working with partners to make Barnet the most family friendly borough to ensure a great start in life for every child and prepare young people well for adulthood.
Building family resilience	Working with families, schools and the community, we will build resilience so that families are able to help themselves and stop problems from escalating.

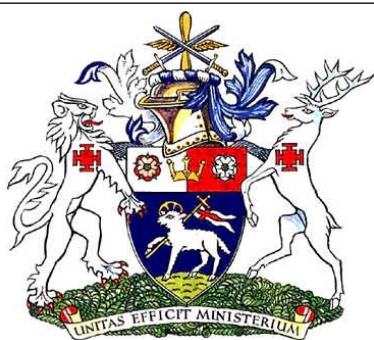
Key areas of focus	How this contributes to the Corporate Plan priorities
Safer communities	Working with partners to provide a safe environment for residents and ensuring residents feel able to report incidents through increased confidence in the council being able to help
Community participation	Embedding the community participation strategy, including developing an interactive database that shows the support provided by voluntary organisations across the borough; and a comprehensive volunteering brokerage service that puts residents and council staff interested in volunteering in touch with local opportunities.
Community assets	Embedding the community assets strategy, including investing in four community hubs, which will work with co-located community groups to drive commissioning priorities and improve their interaction with council services.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Family friendly Barnet							
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	63% (London average)	60% (Q3 Target 59%)	70%	85%	Family Services
CPI	NEW – TBC (RPS – Annual)	Percentage of residents who agree that Barnet is a family friendly borough place to live	NEW FOR 2017/18	NEW FOR 2017/18	87% (Spring Only)	89%	Commissioning Group
Safer communities							
CPI	NEW - TBC	Overall crime rate in Barnet – Total Notifiable Offences ²⁰	NEW FOR 2017/18	NEW FOR 2017/18	Sustain reductions	Sustain reductions	Commissioning Group
CPI	CG/S4 (RPS - Annual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68%	Not reported – due Q2 17/18	68% (Spring Only)	68%	Commissioning Group
Community participation							
CPI	CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their local area	74%	76% (Autumn 2016)	75% (Autumn Only)	77%	Commissioning Group

²⁰ Targets will be set once the policing plan is issued in spring 2017.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	CG/S9 (RPS - Annual)	Percentage of residents that volunteer at least once a month	29%	Not reported – due Q2 17/18	29% (Spring Only)	35%	Commissioning Group	
CPI	CG/S10 (RPS - Annual)	Percentage of residents who agree that people pull together to help improve their area	53%	Not reported – due Q2 17/18	54% (Spring Only)	56%	Commissioning Group	

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Policy and Resource Committee

23rd February 2017

Title	Decision taken under delegated powers - Integrated Community Equipment Service (ICES)- Agreement of short extension of existing service for safe transition to new single provider contract framework
Report of	Adults and Health Commissioning Director
Wards	All
Status	Public, with exempt counterpart, which is not for publication by virtue of paragraph (insert relevant) of Schedule 12A of the Local Government Act 1972 as amended.
Urgent	No
Key	No
Enclosures	Annex A – Delegated Powers Report dated 09/02/2017 (public) Annex B - Delegated Powers Report dated 09/02/2017 (exempt)
Officer Contact Details	Caroline Chant – Joint Commissioning Manager Caroline.chant@barnet.gov.uk 020 8359 4259 Taslima Qureshi- Interim Commissioning Lead Taslima.qureshi@barnet.gov.uk 02083596511

Summary

This report advises the Committee of an approval by Adults and Health Commissioning Director for extension to the Integrated Community Equipment Service call-off agreement with Medequip Assistive Technology Limited through emergency waiver of Contract Procedure Rule (CPRs). Council's Constitution (Contract Procedure Rules, Section 15) stating 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. The attached DPR sets out the reasons for the emergency waiver.

Recommendations

- 1. That the Policy and Resources Committee notes the decision taken by Adults and Health Commissioning Director through emergency waiver of Contract Procedure Rule (CPRs), under the Council's Constitution.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report notifies the Committee of the decision taken by the Adults and Health Commissioning Director with regard to the waiver for Integrated Community Equipment Service call-off agreement with Medequip Assistive Technology Limited for three months and the amend the commencement and end date for the contract award with Millbrook Healthcare Limited. 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.
- 1.2 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 As set out in the delegated powers report.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 As set out in the delegated powers report.

4. POST DECISION IMPLEMENTATION

- 4.1 As set out in the delegated powers report.

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

As set out in the delegated powers report.

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

As set out in the delegated powers report.

5.3 Social Value

As set out in the delegated powers report.

5.4 Legal and Constitutional References

5.4.1 Council Constitution, Responsibility for Functions Annex A includes within Policy and Resources Committee terms of reference ‘Corporate procurement (including agreeing the Procurement Forward Plan and agreeing exceptions to CPRs).’

5.4.2 Section 16 of CPRs permits waiver of these regulations, where the 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.

5.4.3 The Scheme of Delegation (as published on the council’s website): <http://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD574&ID=574&RPID=565122169> , gives authority to the Commissioning Director, Adults and Health, to accept contracts over the value of £164,176.

5.5 Risk Management

5.6 As set out in the delegated powers report.

5.7 Equalities and Diversity

5.8 As set out in the delegated powers report.

5.9 Consultation and Engagement

5.10 As set out in the delegated powers report.

5.8 Insight

5.11 As set out in the delegated powers report.

6. BACKGROUND PAPERS

6.1 As set out in the delegated powers report.

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	ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER
Title	Integrated Community Equipment Service (ICES)- Agreement for short extension of existing service for safe transition to new single provider contract framework
Report of	Adults and Health Commissioning Director
Wards	All
Status	Public, with exempt counterpart, which is not for publication by virtue of paragraph (insert relevant) of Schedule 12A of the Local Government Act 1972 as amended.
Enclosures	None.
Officer Contact Details	Caroline Chant – Joint Commissioning Manager Caroline.chant@barnet.gov.uk 020 8359 4259 Taslima Qureshi- Interim Commissioning Lead Taslima.qureshi@barnet.gov.uk 02083596511

Summary

1. This report seeks approval by Adults and Health Commissioning Director for extension to the Integrated Community Equipment Service call-off agreement with Medequip Assistive Technology Limited for three months from 1st April 2017 to 30th June 2017, at an estimated value of c£751,724 (combined CCG/LA value) through emergency waiver of Contract Procedure Rule (CPRs), under the Council's Constitution (Contract Procedure Rules, Section 15) stating 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. This report will set out the reasons for the emergency waiver.
2. The continuity of current provision for three months from 1st April 2017 is critical to enable the safe transfer from the existing provider, Medequip, to the newly procured Barnet

Integrated Community Equipment Framework to Millbrook Healthcare Ltd, due to unforeseen delays in awarding the new contract by the 1st of April.

3. On the 16th December 2016, a contract award DPR authorised the approval to award the new Single Supplier Integrated Community Equipment Framework, following end of standstill period, to Millbrook Healthcare Ltd from the 1st April 2017. This report also seeks authorisation to amend the commencement and end date for the contract as stated in the award DPR from the 1st April 2017 – 30th March 2020 to the 1st July 2017 - 30th June 2020. The period of the agreement is the same namely for a period of three years, with the option to extend for an additional year (+1) to 30th June 2021.

4. There is a statutory duty on Local Authorities to meet eligible social care needs and community equipment is an important way of meeting those needs and maintaining the person's independence. It should be noted that community equipment is increasingly important in terms of facilitating a range of local authority and health objectives and strategies, as well as in making whole systems savings. For example, community equipment is important to keep service users independent and safe in the community, thus reducing demand for hospital-based services (through avoiding admissions or more timely discharge), helping avoid expensive residential care and avoiding or reducing the cost of residential care packages.

Decisions

- 1. This report seeks approval by Adults and Health Commissioning Director for extension to the Integrated Community Equipment Service call-off agreement with Medequip Assistive Technology Limited for three months from 1st April 2017 to 30th June 2017, at an estimated value of c£751,724 (combined CCG/LA value) through emergency waiver of Contract Procedure Rule (CPRs), under the Council's Constitution.**
- 2. To amend the commencement and end date for the contract with Millbrook Healthcare Limited as stated in the original contract award DPR from the 1st April 2017 – 30th March 2020 to the 1st July 2017 - 30th June 2020. The period of the agreement is the same namely for a period of three years, with the option to extend for an additional year (+1) to 30th June 2021.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This extension will enable the safe transfer between the existing provider and new provider to mobilise in time to go live from 1st July 2017.
- 1.2 Overall spend in community equipment is increasing as more people have complex needs and more special items and emergency equipment items are ordered to facilitate hospital discharge or meet a client's needs. The new single supplier framework aims to deliver an Integrated Community Equipment Service (ICES) to a service model that fits into the national picture, adapts to

new changes and ensures it is future proofed to meet the demands of the growing population whilst maintaining the best achievable value.

- 1.3 The framework puts LB Barnet in a unique position to act as lead Local Authority to a Single Supplier Integrated Community Equipment Service Framework which has the potential expansion of several other boroughs being able to access choice in the market.
- 1.4 The framework agreement will be in place from 1st July 2017 to 30th June 2020 (three years), with possibility of extension for 1 year (+1).
- 1.5 The Service will contribute to the implementation of the following National policy, legislation and guidance including:
 - Care and Support Statutory Guidance (issued under the Care Act 2014);
 - Prevention and control of healthcare-associated infections in primary and community care, National Institute for Health and Care (NICE), 2012;
 - TSA Code of Practice
 - Care Act 2014
 - DH Caring for our future: Reforming Care and Support 2012
 - NHS Five Year Forward View
 - Integrating Community Equipment Services, DH (2001);
 - Transforming Community Equipment Services (TCES), 2006;
 - Health and Safety Executive (HSE) legislations;
 - Putting People First: a shared vision and commitment to the transformation adult social care (2007);
 - Aiming High for Disabled Children (2007);
 - A Vision for Adult Social Care: Capable Communities and Active Citizens (2010);
 - Healthy Lives, Healthy People: our strategy for public health in England (2010);
 - Better Care Fund

2. REASONS FOR DECISIONS

- 2.1 Barnet Council has a statutory duty to meet the care needs of vulnerable adults and children within the borough who have special health and social care needs in relation to equipment supply. This provision is based on assessment of need. Adults and Communities delivery unit are required, in partnership with the CCG where required, to provide this equipment.
- 2.2 The main purpose of the Service is to obtain, deliver and install the appropriate community equipment on loan to people living in the community enabling them to do tasks they would otherwise be unable to do or to provide support to a Carer to enable ongoing care in their home environment.

- 2.3 The service model builds on the existing service, ensuring it is innovative, responsive and up to date with changing technology related to support equipment. The new provider will:
- Competitively purchase community equipment
 - Provide delivery, installation, collection, repair, maintenance and refurbish equipment
 - Have an efficient and cost effective loan system, with collection and re-use of equipment
 - Efficient recycling of special equipment
 - Have excellent customer service
 - Be an innovative and flexible service which responds to service user needs
 - Have clear and easy to use web-based ordering and authorisation system
- 2.4 The community equipment service will contribute to preventing or delaying the needs for care and support; and provide a vital gateway to independence, dignity and well-being for many people living in the community.
- 2.5 Community equipment is a key function of council and NHS services, this service enables:
- Reduction in length of stay at hospital
 - Enablement of the individual to allow them to live independently
 - Avoidance of inappropriate admissions to hospital or care home
 - The development of the disabled individual, both adult and children.
 - Support for safe and timely discharge from hospital

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

3.1 Alternative options considered:

3.2 Option one: Continue with the consortium.

- Considered to not be viable due to a number of reasons;
 - Risk of inability to mobilise a service for 20 London Boroughs by 1 April 2017
 - Poor management of the consortium leading to a lack of control over contract management and risks of lower quality of service and increased annual costs.

3.3 Option two: Join another framework

- The initial search of existing frameworks, NEPRO (north east procurement organisation) and ESPO (Eastern Shires Purchasing Organisation) showed that these frameworks were not suitable to the needs of Barnet residents without further thorough mini competitions which may not result in meeting all local needs.

3.4 Option three: Explore existing framework agreements

- Explored option to join Redbridge Framework, but legal advice that the framework did not provide scope for Barnet, or any other London Borough to join.

3.5 Option four: Do nothing.

- This was not viable as a provision of service is a statutory regulation.

4. POST DECISION IMPLEMENTATION

4.1 The existing project board will oversee the Mobilisation Plan with the new provider until the new commencement date on the 1st July 2017.

4.2 An assigned project lead has been appointed to support mobilisation from January 2017 to June 2017 to work with the new provider and leads from all participating Local Authorities on the Framework to co-ordinate the service mobilisation.

4.3 This role would oversee contract set up including;

- i. Depot set up
- ii. Data transfer
- iii. Equipment transfer
- iv. TUPE and HR issues
- v. Monitoring and gateway checks to ensure confidence in mobilisation

b. This resource will work across mobilisation of the contract to support the Provider ensure;

- i. Set up / adaptations to internal processes
- ii. IT set up (Inc. training)
- iii. Data transfer to systems

4.4 A detailed transition and implementation plan is in place leading to a seamless change of providers, ensuring open communication between the parties involved for contract commencement.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1

Awarding this contract supports the council's 2015 – 2020 Corporate Plan in relation to:

- Its vision of health and social care being personalised and integrated
- Its aim that by 2020 public services will be commissioned jointly for the borough by the council working with partners;

- Its strategic objective of ensuring that Barnet is a place where services are delivered efficiently to get value for money for the taxpayer.
- supports the Joint Health and Wellbeing Strategy 2015 - 2020 in its theme of 'care when needed' and its objective of providing care and support to facilitate good outcomes and improve user experience.

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

Staffing:

5.2.1 The Barnet project board will continue to meet to oversee the mobilisation of this contract, which currently meets every two weeks and includes the following membership:

- Adults and Communities Delivery Unit Care Quality Service Manager
- Joint Health Commissioner, Joint Commissioning Unit
- Joint Commissioning Manager, Joint Commissioning Unit
- Joint Commissioning Manager, CCG (Chair of Board)
- Representatives from Capita Procurement

5.2.2 This will monitor the progress made by the new provider and ensure any risks and issues are mitigated until mobilisation is complete.

Finance:

5.2.3 The costs of entering the agreement are set out below. The equipment costs are based on the forecast from year one costs.

5.2.4 The table below was used to compare costs across main areas of spend - Equipment, activity and management. These costs do not include purchase of special equipment (which is outside set pricing) or collection credits (which is standardised at 90%). Hence, the costs do not match actual service costs as outlined in summary of report.

Financial Year	2017/18	2018/19	2020/21	2021/22
	costs	costs	costs	costs
Value	££2,750,000	£2,750,000	£2,750,000	£2,750,000
Breakdown:				
LBB	£1,050,000	£1,050,000	£1,050,000	£1,050,000
BCCG	£1,700,000	£1,700,000	£1,700,000	£1,700,000

5.2.5 These costs will be met through the budget for Adults and Children's Social Care and Barnet Clinical Commissioning Group. Orders for community

equipment will be monitored by the contract manager and Occupational Therapist, Adults and Communities.

- 5.2.6 The current yearly expenditure on community equipment for is LBB is between £2.7- £3.1m with additional purchasing by Barnet Clinical Commissioning Group covering a larger portion of spend.

Mitigated financial risks and value for money:

- 5.2.7 The Adults and Communities Delivery Unit will aim to manage the community equipment provision and contract within the existing budgetary limits through tighter controls over validation of orders.
- 5.2.8 The award provider's submitted costs will be fixed, however the Provider may adjust the Equipment Cost for an item of Equipment at the end of each year if Adults and Communities Delivery Unit have been satisfied that the Provider has provided evidence that the manufacturing or supply costs of the equipment has risen by more than the percentage increase or decrease in the Consumer Price Index or other relevant indices in the preceding 12 months. Contractually the provider agrees that any increase shall not exceed more than 5% of the original fixed price.
- 5.2.9 Adults and Communities Delivery Unit may adjust the Equipment Cost at any time where after undertaking a benchmarking exercise it shows that the cost of any Equipment has fallen, the Authority may rely on the changes in the Consumer Price Index.

5.3 Legal and Constitutional References

5.3.1 The existing Contract extension

- 5.3.1.1 The extension of the existing service for three months appears to be a variation, under the Public Contracts Regulation 2015 ('PCR'). Variations are permitted under section 72 of the PCR under certain grounds; the extension is likely to come within 72. (c) Namely "Where the need has been brought about by circumstances which a diligent authority could not have foreseen and the variation does not alter the overall nature of the contract and the value of the variation does not exceed 50% of the value of the original contract."
- 5.3.1.2 The Council's Constitution (Contract Procedure Rules, Section 15 Appendix 1) sets out the authorisation and acceptance procedures and how the Council may vary contracts of this value.
- 5.3.1.3 Section 16 permits waiver of these regulations, where the 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. The Chairman of the Policy and Resources Committee has been consulted, and as required a report will be brought to the next meeting of the committee. In accordance with Section 16 of the Contract Procedure Rules, copy of the relevant

Policy and Resources Committee report will be provided to CSG Procurement and stored on the Council's contract repository.

5.3.2 The Award to Millbrook

5.3.2.1 The decision to make the award to Millbrook Health Limited was made on the 16th December 2016 following completion of standstill period; Legal has been advised that the decision DPR will be published at the same time or before this report is published.

5.3.2.2 Under the Openness of Government Act 2014 the decision can be published at the time of the decision or after, there is no time limit in the Act, but the expectation is that it will be within a reasonable time from the date of the decision.

5.3.2.3 The decision in this report is to authorise the change of period of the contract from the 1st April 2017 for 3 years plus an option for a further year, to 1st July 2017 for the same period.

5.3.3 The Scheme of Delegation (as published on the council's website): <https://barnet.moderngov.co.uk/documents/s30636/Adults%20and%20Health.pdf>, gives authority to the Commissioning Director, Adults and Health, to accept contracts over the value of £164,176.

5.3.4 The procurement was approved on 16th December 2016 at the Policy and Resource Committee, item 9, <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8349&Ver=4>

5.3.5 The Care Act 2014 requires that a local authority must provide services or take steps that will contribute towards preventing or delaying the development of a need for care and support for adults or their carer(s).

5.3.6 Local Authorities are under a duty to promote the wellbeing of adults with care and support needs including so far as relating to control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided). Local Authorities also have 'aftercare' responsibilities under the Mental Health Act 1983 towards certain people who have needs on discharge from detention from hospital.

5.4 Risk Management

5.5 Risks within the project would be on going throughout the life of the contract and largely relate to continued scrutiny of orders and on-going purchasing costs of items.

5.6 The London Borough of Barnet Project Board will also monitor for internal and external risks and offer mitigations where required.

4.11 Risks

Ref.	Risk	Possible Problem	Probability, Impact and	Mitigations
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			Overall risk score	
1	Poor transition to new contract if 3 month extension of current contract not agreed:	<p>If extension not granted, Interruptions to the service and / or a period of poor performance and/or other issues may result from a poor transfer.</p> <p>Emergency specials equipment may not be delivered, not meeting statutory duties.</p>	<p>P=3 I=5 R=3</p>	<p>Delegated authority for seeking extension.</p> <p>A project manager has been hired for 6months to support mobilisation.</p> <p>Ensure that implementation plan is detailed and time specific to ensure smooth transition.</p>
2	Project Slippage for 1st July 2017 live date		<p>P=1 I=3 R=3</p>	<p>Ensure project is properly resourced for transition. Monitor progress and deal with any slippage promptly.</p> <p>Built in contingency for slippage is in place.</p>

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.
- The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

5.7.2 The service will assist the council in meeting its duties under the Equality Act 2010, particularly with regard to age and disability.

5.7.3 The service complies with the requirements of the 2010 Equalities Act.

5.7.4 The service includes explicit requirements fully covering the council's duties

under equalities legislation.

Advice on completing Equality Impact Assessments (EIAs) can be found at:
http://barnetwork/index.php?option=com_content&view=category&layout=blog&id=321&Itemid=547

5.8 Consultation and Engagement

5.9 Procurement of the framework contributes to the implementation of the Adults and Safeguarding Commissioning Plan 2015 – 20, which was subject to public consultation

5.9.1 Extensive Consultation was undertaken with a range of stakeholders in relation to the procurement, including Brent and Harrow colleagues.

5.9.2 Clinicians were widely consulted and also involved in the procurement evaluation process of the tender.

6. BACKGROUND PAPERS

6.1 The procurement was approved at the Policy and Resource Committee on the 16th of December 2015, item 9,
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8349&Ver=4>

6.2 Appendix A- Contract Procedure Rule 16.2, found here:
<https://barnet.moderngov.co.uk/documents/s33860/22ContractProcedureRules.doc.pdf>

6.3 Original DPR dated 16th December 2016 awarding contract

6.4 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

Signed Dawn Wakeling

Date 09/02/2017

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 15

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