

	Adults and Safeguarding Committee 12th November 2015
Title	Business Planning
Report of	Commissioning Director for Adults and Health
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A – Adults and Safeguarding Committee Revenue Savings Programme Appendix B- Adults and Safeguarding Committee – Capital Programme
Officer Contact Details	Courtney Davis – Head of Adults Transformation Courtney.davis@barnet.gov.uk 020 8359 4901 Kirstie Haines – Adults Wellbeing Strategic Lead Kirstie.haines@barnet.gov.uk 020 8359 2781

Summary

On the 20 November 2014, the Adults and Safeguarding Committee approved a five-year Commissioning Plan, and indicative proposals for achieving savings of £12.6m by 2019/20. The Commissioning Plan set out the strategic priorities, commissioning intentions and indicative budget proposals of the Adults and Safeguarding Committee up to 2019/20.

A Business Planning report was agreed by Policy and Resources Committee on the 9 July 2015 outlining the future financial challenge facing the Council, and the process whereby Theme Committees will consider the response to this challenge, including the setting of additional savings targets for each committee.

The financial position of the Authority has changed (see 1.1 below) and the following report sets out a revised savings programme that will inform the consideration of the Council's Medium Term Financial Strategy to be considered by Policy and Resources Committee on 16 December 2015. The target saving for the Adults and Safeguarding Committee from 2016-20 is currently £18.5 million. Additional savings proposals have been developed to meet this savings target which accord with the Adults and Safeguarding Commissioning

plan which continues to provide the outcomes by which progress will be measured. This report therefore sets out the strategic priorities, indicative budget and capital programme proposals of the Adults and Safeguarding Committee up to 2019/20.

The budget projections through to 2020 are indicative figures. The budget will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of Council budget setting, and therefore could be subject to change.

Recommendations

This report is recommending to Adults and Safeguarding Committee to:

- 1. Note the financial target of £12.6m set by Policy and Resources Committee in June 2014;**
- 2. Note the additional financial target of £5.9m set by Policy and Resources Committee in July 2015;**
- 3. Recommend the savings programme as set out in Appendix A to Policy and Resources Committee;**
- 4. Recommend the capital investment priorities set out in Appendix B to Policy and Resources Committee;**
- 5. Agree to public consultation on the priorities and revised savings proposals contained within this report commencing immediately following the Policy and Resources Committee on 16 December 2015;**
- 6. Agree to engage with Barnet CCG immediately following Policy and Resources Committee on the 16 December 2015 on the options and implications for increasing the funding in the Better Care Fund for the protection of Adult Social Care from £4.2m to £6.6m**

1. WHY THIS REPORT IS NEEDED

1.1 Following the General Election in May, the Finance and Business Planning report to Policy and Resources (P&R) Committee in July 2015, updated the assumptions in the Medium Term Financial Strategy (MTFS) and presented a revised budget gap for 2016-20, estimated at £29.4m beyond the proposals previously set out in the MTFS. This represents an increase of £7.5m on the assumptions presented to Council in March 2015. This is mainly a result of an anticipated reduction in funding that Barnet will receive from Government.

1.2 In response to the scale of the challenge facing Local Government from public spending reductions and increasing demand, Barnet's response to the financial challenge is predicated around:

1) Maximising the revenues we generate locally through growth and investment

Growth is an essential part of the council's strategy as we become less reliant on Government funding and generate more of our income locally. Residents will continue to share in the benefits of growth, with increasing housing development leading to an increase in the tax base and, subsequently, helping the council maintain lower Council Tax bills. The Adults and

Safeguarding Committee's Commissioning Plan identifies that this growth should create the conditions within which people with disabilities and older people can live and age well.

2) Targeted help to those that need it – a focus on employment

The council's ambition is to support the local economy by making Barnet the best place in London to be a small business. The strategy for achieving this focuses on the council making itself easier to do business with further initiatives – shaped by the local business community including a focus on enhanced support for town centres.

Most residents will benefit from the opportunities that growth brings, but some will require additional support so they do not miss out. A clear priority for the council is to continue to work effectively with other parts of the local public sector to help residents get a job. Barnet has a good track record in this area, with the integrated Welfare Report Task Force – located in Barnet House – successfully engaging with 96% of Barnet residents impacted by the Benefit Cap and helping 36% into work. By combining resources with Barnet Homes, Jobcentre advisers and health advisers, not only does the model provide a better service for residents, it also reduces bureaucracy for the agencies involved. The council is rolling out this model more widely, and increasing employment opportunities for people known to adult social care is a key priority within the Adults and Safeguarding Commissioning Plan.

3) Investing in the future

Barnet will not be able to support the growth needed to ensure the council's financial independence without investment for the future. The council's regeneration programme will see £6bn of private sector investment over the next 25 years to ensure the borough remains an attractive place to live and do business. This will create around 20,000 new homes and up to 30,000 new jobs across the borough and generate £11m of additional recurrent income for the council by 2020 and one-off income of £50m to be reinvested in infrastructure. The Treasury has made significant financial commitments to support our regeneration plans at Grahame Park and Brent Cross Cricklewood, including £97 million to fund a new Thameslink station. The council intends to hold a stake in these future regeneration plans, for example as part of the joint venture developing Brent Cross. This will help the sustainability of the council's finances not just through to 2020, but beyond.

4) Managing demand on services

At the same time as continuing supply-side reforms over the next 5 years - making changes to the way services are designed in order to drive efficiencies – the council will also need to oversee a step-change in its approach to managing the demand on services wherever possible, through early intervention and tackling the causes of problems rather than treating the symptoms. The council is already involved in significant early intervention and demand management activities such as putting in measures which allow people to remain in a home of their own, instead of residential care through joining up health and social care services. However, in response to a growing population and further funding reductions, the council's approach to demand

management will be an increasingly important part of its strategy and all services will need to look at what else further can be done to make progress.

- 1.3 Whilst the overall budget challenge has increased, officers consider that the service priorities should remain largely unchanged, and that key outcomes and priorities that have informed the commissioning plans are set out below.

Outcomes

- By earlier diagnosis, and good information and advice, vulnerable adults are able to increase and maintain their well-being and independence and can obtain support easily when they need to.
- Support is provided in ways which enable people to get back on their feet as quickly as possible whilst minimising risk.
- Person centred support ensures people's need are met in the most cost effective and safe way possible by drawing on wider community and natural support networks.
- Carers are valued as expert partners in supporting working age adults and older people to live independent lives.

Priorities

- To improve information, advice and support offer so that individuals and their families take greater responsibility for their own and their family member's care and support.
- Develop alternative housing and support options to reduce the need for higher cost placements
- To utilise new technologies to enable people to continue to live safely in their own homes
- Increase the proportion of working age adults known to adult social care in employment
- To integrate health and social care services to improve the experience of receiving care and support and reduce duplication.
- Increase the productivity of the adult social care workforce to be able to meet the needs of a growing population within available resources
- To implement the Sport and Physical Activity Outline Business Case to increase physical activity levels through a financially self-sustaining leisure offer.

- 1.4 The Adults Transformation Programme has developed a programme of work to change the way in which adult social care services are provided to meet the outcomes and priorities set out above within available resources covering.

- **Improving information and advice and support offer**
 - Strengthened carers offer, developing a carers enablement service together with new support offer for carers of people with dementia.
 - Reshaping of prevention services to support community based interventions which reduce demand for social care.
 - New meals offer, increasing choice, whilst ending council subsidy

- **Housing and Support**
 - Development of Accommodation strategy for vulnerable adults
 - Increasing range of housing options for older people
 - Increasing access to home adaptations.
 - Extensive roll-out of telecare.
- **Managing Demand through social inclusion**
 - Reshaping day care for working age adults to promote greater levels of employment and inclusion and choice
 - New mental health enablement model.
 - Work with third sector providers and community to identify key ways in which to support vulnerable residents in Barnet
- **Delivering Differently - Changing Behaviours: Community, Individuals and Staff**
 - Alternative Delivery Model for adult social care
 - Workforce restructuring to reduce management layers and diversify the skill mix of the service.
 - Health and Social Care Integration – whole systems commissioning of health and social care and development of integrated locality teams to support those with greatest levels of frailty and risk of hospital admission.

1.5 The alternative delivery model being proposed for adult social care will need to be able to deliver the priorities set by the Adults and Safeguarding Committee and to introduce significant cultural change across adult social care. The Council will work differently with community and voluntary organisations, involving them as partners in the process of designing and delivering the service. People using the service will also need to be willing to re-think their expectations and interact with the Council in a different way. A much greater emphasis will be placed upon preventative services and early, targeted interventions.

1.6 Managing our demand for urgent and long term residential care can only be achieved by rebalancing reactive and unplanned spending on clients and patients identified as at risk of admission to hospital or residential care through joint targeted investment in services that divert or prevent individuals from these high cost services. This is the focus of the Barnet Better Care Fund (BCF) which is overseen by the Barnet Health and Well-Being Board. As a part of the BCF, the Barnet Integration Locality Team (BILT) programme is targeting vulnerable patients and clients identified as at risk of hospital admission: older people with long term conditions and complex needs and seeks to reduce unplanned spending on these individuals.

1.7 Given the importance of integration of health and social care, the adult social care commissioning intentions will also be considered by

the Barnet Health and Well-Being Board on the 12 of November 2015.

Capital Programme

- 1.8 The current Adults and Safeguarding capital programme totals £27.3m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. This includes the capital investment into new leisure facilities to replace Copthall Leisure Centre and Church Farm Leisure Centre, as part of the Sports and Physical Activity programme. Over time, the financing of the capital costs will be met through increased income from users. The other capital items relate to adult social care information technology which will support integrated working, greater levels of self-directed support and smarter working. These capital investments are key enablers to the achievement of revenue savings set out in Appendix A.
- 1.9 The main changes to the capital programme are as follows:
- Sports and Physical Activity programme: re-profiling of existing budget based on programme of works;
 - Centre for Independent Living (CIL): the co-location of CIL with the library will be managed as a central project within the Policy and Resources portfolio and therefore is being deleted from this committee's programme and will be added to P&R;
- 1.10 Appendix B sets out the additions and deletions to the capital programme for the Adults and Safeguarding Committee through to 2020.
- 1.11 Asset, Regeneration and Growth and Housing Committee's capital programmes include investments, which are also key enablers to the achievement of savings set out in Appendix A, e.g. installation of equipment and adaptations, building new units that are wheelchair accessible and extra care homes.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This report sets out the indicative proposals for how the Committee will achieve the revenue savings to deliver target savings set by the Council's Policy and Resources Committee on 9th July 2015 and which accord with the priorities of the Adults and Safeguarding Committee set out in paragraph 1.3.

3. **POST DECISION IMPLEMENTATION**

- 3.1 These proposals will be considered by the Policy and Resources committee on 16 December 2015 and will form part of the delivery of the Council's Medium Term Financial Strategy.

4. **IMPLICATIONS OF DECISION**

4.1 **Corporate Priorities and Performance**

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

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

- 4.1.2 The Corporate Plan priorities and the Health and Wellbeing Strategy have been considered in the development of the proposals as outlined in appendix A, linked to the principles identified in the Corporate Plan. Work will be undertaken over the coming months to set the performance targets for 2016-17 which will be brought back to Adults and Safeguarding Committee on the 7th March 2016.

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

- 4.2.1 Adult Social Care services in Barnet, like many other Councils are facing significant financial challenges. The Local Government Association in their joint submission with the Association of Directors of Adult Social Services to the Comprehensive Spending Review estimates that the funding gap facing adult social care is growing on average by just over £700 million a year, based on the current service offer and not taking account of many other pressures that are either already being felt or are likely to be felt in the coming months. These pressures were identified as being provider pressures such as paying the national living wage; the costs associated with changes in case law applying to Deprivation of Liberty safeguards and reduced levels of winter pressures funding for Councils as winter pressures funding is now paid directly to the NHS. Councils must be funded adequately if they are to continue reducing pressures and costs for NHS during times of increased demand.

- 4.2.2 At month 6, Adult Social Care services are predicting a forecast overspend of £2.5m. This is being achieved through the use of some non-recurrent funding streams and workforce controls. If these were removed, the underlying deficit position for Adult Social Care in Barnet is circa £3.5m, which will also need to be addressed alongside delivering the financial savings allocated to the Adults and

Safeguarding Committee.

- 4.2.3 The Government has confirmed that the Better Care Fund (BCF) will continue into 2016/17 with local funds being at least their current size. The Barnet Better Care Fund is £23.4m and is used to fund health services, social care services, major adaptations through the Disabled Facilities Grant and make investments into the development of integrated services.
- 4.2.4 Prior to the Better Care Fund, the Council received section 256 monies for the funding of social care services which benefited health with a value of £6.6m. The section 256 monies were consolidated into the Better Care Fund in 2015/16. Adult Social Care services currently receives £4.2m of funding through the Better Care Fund for the protection of social care with the balance of the £6.6m being spent on health and social care integration projects.
- 4.2.5 The monies within Barnet's Better Care Fund form a pooled budget under section 75 of the NHS Act 2006 overseen by the Barnet Health and Well-Being Board. The section 75 agreement allows for resources to be easily transferred between health and social care in order to meet the objectives of the pooled fund.
- 4.2.6 The success of the Better Care Fund and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions and initiatives within the Better Care Fund are targeting resources on preventing admission to hospital through 7 day social work service, rapid response services and enablement.
- 4.2.7 Given the additional demand pressures that adult social care is facing as a result of more people receiving care outside of hospital (there has been average increase of 22% per year in referrals to hospital social work teams since 2012) and reduced winter pressures funding (88% reduction from funding levels in 2012), the Council has assumed that £6.6m of the Better Care Fund will be available for the protection of adult social care (this is based on the original section 256 allocation for social care services referred to in paragraph 4.2.4). The additional funding will be used to address the underlying deficit of adult social care referred to in paragraph 4.2.2. The Council's assumptions have been shared with Barnet CCG through the Health and Well-Being Financial Planning sub-group and will form the basis for the negotiation of the Better Care Fund for 2016/17.
- 4.2.8 The Council and NHS will be notified of the arrangements for the 2016/17 Better Care Fund through the autumn spending review statement and the Operating Guidance which is issued by the NHS in December of each year. It is therefore proposed that the London Borough of Barnet engage with Barnet CCG following December

Policy and Resources Committee on the options for 2016/17 to achieve an additional £2.4m for the protection of adult social care through the Better Care Fund. This consultation will run from the 16 December 2015 through to 31 January 2016, the outcomes and implications of which will be reported through to the Health and Well-Being Board and Policy and Resources Committee in February 2016.

- 4.2.9 Appendix A identifies the areas where it is proposed to deliver savings to meet the financial challenges facing the Council and is in line with the target savings set by the Policy and Resources Committee on 9 July 2015. The Policy and Resources Committee tasked the Adults and Safeguarding Committee with developing proposals for savings of £18.5m between 2016 and 2020.
- 4.2.10 In addition to the proposed savings of £18.5m, the Medium Financial Strategy includes £8.9m of pressure funding for adult social care. The priority focus will be reducing demand for Adult Social Care Services through the development of a range of services as an alternative to high cost provision and commissioning the most effective prevention and early intervention services.

4.3 **Social Value**

4.3.1 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 providers can bring in delivering our services such as where apprenticeships are provided.

4.3.2 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.

4.4 **Legal and Constitutional References**

4.4.1 All proposals emerging from the business planning process will need to be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010). All proposals are already or will be subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports which will have to be considered by the Committee when making the individual decisions.

4.4.2 The Terms of Reference of the Adults and Safeguarding Committee are set out in the Council's Constitution, Part 15, and Responsibility for Functions.

The responsibilities of the Adults and Safeguarding Committee:

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

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

4.5 Risk Management

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

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

4.6 Equalities and Diversity

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

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

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

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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.

4.6.3 As individual proposals are brought forward for consideration by the Adults and Safeguarding Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action. The equalities impact of all other proposals will be reviewed as proposals develop and will inform the final consideration of the savings proposals by the Policy and Resources Committee on 16th February 2016. The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

4.6.4 A high number of the proposed revenue savings will have a positive impact on equalities and customer satisfaction. In line with the corporate strategy, the aim is to promote independence and choice for the people of Barnet, as

well as ensuring that people participate and contribute to their communities. In order to achieve this, we need to consider how some of our services are delivered which may mean a change from 'traditional social services' to being more creative and innovative about how those services are delivered. There are anticipated positive benefits at R2 for carers intervention, R4 Independence of young people, R5 Carers in work, R7 Personal Assistants, R8 Working Age adults and new proposals for wheelchair housing, Homeshare for older people and integrated later life care.

4.6.5 Where there are changes, it is inevitable that there is likely to be an impact on individuals in different ways. However at each stage of the process, the council will conduct full EIA to ensure that where some current and future clients are impacted, proper measures are considered to minimise the effect as far as possible. Those affected by any changes resulting from any of the proposals will be fully engaged.

4.6.6 The revenue savings sheet shown as Appendix A currently indicates an initial assessment of a likely negative impact for proposal E1, Third Party spend for people over 65 and people with disabilities. E2 staffing efficiencies for female and BME staff; and the proposal to review the contract with Your Choice Barnet for clients with learning disabilities and their carers; the proposal for meals service for older adults and those from other than white ethnic backgrounds. As the full impact of these changes is understood, each initiative will undertake to work with those affected and consider options available to them to help mitigate any adverse impact. Where necessary proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

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

4.7 **Consultation and Engagement**

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

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

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

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

4.7.3 Public consultation on the overall budget for 16/17 will commence following Policy and Resources Committee on 16th December 2015 before the final savings are recommended to Full Council on the 3rd March 2016.

4.7.4 The public consultation will give residents an opportunity to comment on the 16/17 overall budget and Adults and Safeguarding Committees individual proposals to deliver the 16/17 savings identified in this report, before final decisions are formalised in the council's annual budget.

4.7.5 In terms of service specific consultations, the council has a duty to consult with residents and service users in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties.

4.7.6 Where appropriate separate service specific consultations have already taken place for the 16/17 savings.

4.7.7 There will also be engagement with Barnet CCG on the options and implications for adult social care of the Better Care Fund for 2016-17 before the final budget is agreed by Full Council on the 3rd March 2016.

4.8 **Insight**

4.8.1 4.8.1 The proposals have been developing using the Joint Strategic Needs Assessment (JSNA) which outlines the current and projected needs of the boroughs population. The proposals have also used evidence of best practice and guidance (such as NICE guidance) to develop our initiatives.

5. BACKGROUND PAPERS

5.1.1 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Policy and Resources Committee 10 June 2014	Decision Item 6 - Corporate Plan and Medium Term Financial Strategy 2015/2016 to 2019/2020	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7856&Ver=4
Policy and Resources Committee	Decision Item 9 – Sport and Physical Activity Review Outline Business Case	http://barnet.moderngov.co.uk/documents/s21208/Sport%20and%20Physical%20Activity%20Review%20Revised%20Outline%20Business%20Case.pdf
Adults and Safeguarding Committee 19 March 2015	Decision Item 8 – Adults and Safeguarding Commissioning Plan	Item 8 – Adults and Safeguarding Commissioning Plan
Policy and Resources Committee – 24 March 2015	Decision Item 9 – The Better Care Fund 2015-2016– Agreement to enter into a Pooled Budget with NHS Barnet CCG	http://barnet.modern.gov.co.uk/documents/s22197/The%20Better%20Care%20Fund%202015-2016%20Agreement%20to%20enter%20into%20a%20pooled%20fund%20with%20NHS%20Barnet%20CCG.pdf
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16- 2019/20	http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf