

Cumulative Equalities Impact Analysis for 2016/17 budget proposals

Foreword

1. This document is scheduled for publication on 8th February 2016 for Policy and Resources Committee on 16th February. At this stage, whilst the document represents a near final cumulative EIA, and the analyses of the equality impacts of proposals are not expected to change, it must be kept in mind that the paper is published ahead of the closure of the Council's public consultation of the budget proposals on 12th February 2016 through which the council is engaging with residents about priorities for spending and making efforts to reach a wide range of groups so that feedback is inclusive. Therefore both the cumulative and individual EIAs may require updating after this to take account of consultation feedback and prior to final endorsement of the budget at the Council meeting on 1st March 2016.

Introduction

2. The council has carried out 13 Equality Impact Assessments (EIAs) to cover 14 individual budget savings proposals. Prior to decision making at Full Council in March 2016, proposals involving change to service are expected to have developed an EIA, been considered at theme committee and have undergone public, service specific consultation. An appendix indicating the equalities impact of each proposal by theme committee is attached to this cumulative EIA.
3. This document explores the cumulative impact of Barnet Council's budget proposals for 2016/17 on protected groups within the borough. We have looked at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.
4. The council aims to ensure that financial decisions are made in a fair, transparent and accountable way which balances the needs and rights of all our residents so that no one group in the borough carries the burden of those savings. To achieve our Strategic Equalities Objective (SEO), "that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens; and will have equal access to quality services which provide value to the taxpayer", the council strives to identify and mitigate any negative impact on protected characteristics and vulnerable groups affected by the budget changes.
5. The council's statutory duties under the Equality Act 2010, details of the council's business planning process, fairness agenda and details of the council's SEO – which is published in the council's Corporate Plan - are set out in Appendix One to this report.

Equality impact on staff

6. All Human Resources implications will be managed in accordance with the council's Managing Organisational Change Policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation. This includes completing internal staff focused Equality Impact Assessments at the appropriate time in all restructures.

Background to the cumulative EIA

7. Between 2010 and 2015 the council has saved £75 million, with the majority of savings coming from efficiency savings or changes to the 'back office' and therefore protecting frontline services. The council now faces an additional estimated budget gap of £81 million which we need to close by 2020. The phased nature of the savings linked to the Corporate Plan and Medium Term Financial Strategy allows us to fully explore the savings options required and monitor how the changes may affect residents, particularly more vulnerable people. The budget gap is challenging and, as well as continued reductions in the funding received from Government, reflects the impact of increasing demand on services from a growing and ageing population.
8. Our response to these challenges has required a continuing drive for efficiency and a fundamental and transparent rethink of future service delivery options. The council is determined to deliver value for money services which meet the needs of our residents and maintain customer satisfaction. The degree and scale of the challenge means that the council has to change its relationships with residents, by working with local people to ensure that services better meet their needs and to encourage residents to be involved at a personal and community level in keeping Barnet a great place to live.
9. The council aims to close the budget gap while still delivering the commitments for the borough set out in our Corporate Plan and continuing to invest in the things that matter most, such as schools, transport and housing. In 2016/17, the council will need to save £20 million in order to set a balanced budget – which we are legally required to do - as part of the overall budget gap of £81m.. Some of the proposals in the 2016/17 budget consultation will save money, or generate income, beyond next year.

Barnet is a growing and increasingly diverse borough

10. In developing this cumulative analysis, the council has taken account of demographic data about Barnet including data from 2011 Census as updated by GLA population forecasts 2014 and the council's most recent Resident's Perception Survey (June 2015). The key finding from the data is that Barnet is now the most populous London Borough. Barnet is growing for both younger and older populations and will become increasingly diverse. Barnet's population is projected to become proportionally older because growth in the over 65's age

group is at a faster rate than the 0-15 and 16-64 age bands. The borough's white population is projected to reduce by 3% to 58% in 2021 with a corresponding 3% increase in ethnic minority groups. Barnet reflects the major religious groups in the UK and is home to the biggest Jewish population in the UK who make up 15% of Barnet Residents.

11. The growth in older population is driven predominantly by natural change (better health and longer life expectancy) in the existing population. Barnet's over-65 population is forecast to grow three times faster than the overall population between 2015 and 2030 and the rate increases more in successive age bands. For instance, the 65+ population will grow by 34.5% by 2030, whereas the 85 and over population will increase by 66.6%. Growth is also occurring for children and younger people especially in the Regeneration areas in the West of the Borough.
12. Satisfaction with Barnet remains high - 88% of residents are satisfied with their local area as a place to live. This is 6 percentage points above the national average. (Residents' Perception Survey, June 2015) Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough. 78% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration. (Residents' Perception Survey, June 2015)
13. A full equalities and cohesion summary which includes the data used to inform this cumulative EIA is published on Barnet's public equality pages. <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>

The Council's approach to equalities

14. Barnet Council's equalities policies for staff and residents and our Strategic Equalities Objective (SEO) are published on the Council's public equality pages. <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html> The SEO is an integral part of Barnet's Corporate Plan. Further information about the SEO is given at Appendix One to this report.

2016/17 budget proposals

15. As with last year's budget savings proposals, the 2016/17 budget proposals endeavour to maintain customer satisfaction and protect front line services as far as possible without reducing current service levels across universal and statutory services. It must be recognised however, that, given rising demand, the scale of savings that the council has already made and the further planned savings the council is required to make in response to reducing Government funding, change is an unavoidable consequence and change will have an impact.

16. The Children's Education and Library Services (CELS), Adults and Communities and Streetscene Delivery Units have developed 13 EIAs on budget proposals for 2016/17 that will impact residents:

- 8 of the 13 EIAs are currently showing a **positive impact**.
- 3 EIAs are currently showing **minimum negative impact** for Libraries, home meals and staffing efficiencies in Adults.
- Grants for people with disabilities which promote choice and independence and enable people to stay in their own homes and the new delivery model for Education and Skills indicate a **neutral impact** for the protected characteristics and the latter anticipates benefits for staff transferring.

Adults and Safeguarding Committee (ASC) 2016/17 budget proposals

17. The savings target for Adults & Safeguarding is £18.452m savings by 2019/20 whilst improving performance and overall quality and maintaining resident satisfaction. In 16/17 ASC propose savings of £3.383M. Efficiency savings will be achieved through the continuing review of 3rd party spend and staffing efficiencies. Approximately half of savings proposals relate to managing demand, doing more to support people to live at home for longer and reducing the requirement for residential care by supporting people in the community.

18. Nine EIAs have been conducted on Adult and Safeguarding proposals, of which 6 are showing positive impacts:

- Three relate to continuing savings introduced in previous years, two are showing a positive impact for supporting people in the community and new build housing for wheelchair users; older adults, disability facility grants is assessed as neutral impact.
- Six EIAs relate to new savings proposals to be introduced in 2016/17, of which four - Independence of young people, Personal Assistants, Support for working age adults, and older people Homeshare are initially assessed as positive impact. Two of the new savings proposals are showing a negative impact; these are for Home meals, and anticipated negative impacts for staffing efficiencies. The review of 3rd Party Spend is indicating potential negative and neutral impacts for Over 65 and people with disabilities. This will be mitigated by establishing whether, on a contract by contract basis, how efficiencies affect services for different groups.

19. The negative impacts of Home Meals are for Jewish and other ethnic minority and over 85s. Mitigations are outlined in the EIA and include discussing the change with service users, exploring alternative provision (for culturally specific meals) from other community sources and clarifying where there is a statutory responsibility to continue to offer support. The saving will allow more choice and independence and the service is contacting all recipients and making links with faith communities to make people aware of lunch clubs and other initiatives in each locality.

20. Adults' proposals for supporting people in the community, Wheelchair Housing Independence of young people, Personal assistants, Support for working age adults, and the Homeshare proposals are initially assessed as Positive.

Children's, Education and Library Services (CELS) 2016/17 budget proposals

21. The savings target for Children's, Education, Libraries and Safeguarding is £14.547m by 2019/20 whilst improving performance and overall quality and maintaining resident satisfaction. In 16/17 CELS propose savings of £2.071m. Efficiency savings will be achieved through a review of early years services, a new delivery model for Education and Skills services, integrating health, social care and education, and utilising new technologies.

22. Four EIAs have been completed on Children's, Education and Library Services savings proposals. At this stage, one EIA indicates a potential minimum negative impact, while two show a minimum positive impact and one indicates a neutral impact. A further four saving proposals indicate that an EIA is not required. These are for: Contract Management, SEN Placements, Partnership Funding, and CCF 0 -25. Savings proposals for 3rd Party spend will be kept under review.

23. The EIA for libraries shows potential minimum negative impacts for young people and women through pregnancy and maternity. To mitigate the impact of this savings proposal, Libraries will continue to review the impact on protected groups as proposals develop and the EIA will be updated prior to final decision making.

24. Positive impacts are identified for children and young people in the placement commissioning strategy for Looked after Children, Early years proposals are expected to have a minimum positive impact on the protected characteristics and in particular they anticipate improved access to information and services for pregnancy and maternity. The new delivery model for Education and Skills indicates a neutral impact for the protected characteristics and anticipates benefits for staff transferring.

Environment Committee 2016/17 budget proposals

25. The savings target for Environment is £10.581m savings by 2019/20 whilst improving performance and overall quality and maintaining resident satisfaction. In 16/17 Environment propose savings of £4.021M. Four savings proposals in 2016/17 related to decisions taken in previous years¹:

- Fleet management, indicating no EIA required
- Street cleansing indicating anticipated negative impact for staff
- Minor changes to Waste and recycling, indicating impact not known
- Street lighting, indicating no EIA required

¹¹ A continuing saving from a previous budget saving proposal

26. The Environment Committee Savings spread sheet is showing five new budget saving proposals for 2016/17 on:

- Parks and open spaces
- Street scene, street cleansing
- Commercial waste and waste collection
- Review of fees and charges

27. The initial proposed savings for 2016/17 are small and the impact is currently recorded as impact not known. EIAs will be completed and proposals developed prior to the decision making in Committee. In 2016, the council will develop a strategy for waste and recycling and proposals for Parks and Open Spaces, both of which affect all residents in the borough. Public consultations have been launched to assist those strategic reviews and ensure that future services and delivery models are shaped to reflect the needs of the diversity of Barnet residents. As these proposals develop they will be cast in future years' budget savings from 2017 and full equalities impact analysis which take account of the consultation, will be undertaken for those strategies. Similarly The Environment Committee proposes to review spend, on a contract by contract basis, and explore whether efficiencies will affect services for different groups and mitigate this wherever possible.

Medium Term Financial Strategy proposals up to 2020

28. The MTFS proposals 2016 – 2020 set out how the council proposes to live within its budget to 2020, and are developed for each Theme Committee. Each MTFS proposal has been subject to high level equalities analysis and, where appropriate, will be subject to a full EIA before final decisions are taken by Committees and savings are formally cast into annual budgets. There is insufficient detail of the MTFS proposals to fully analyse the equalities impacts of these proposals at this stage.

29. Each Theme Committee has attempted to mitigate any anticipated high level negative impact of proposals through the development of their individual Commissioning Plans and priorities. Some detailed EIAs have already been developed and accompanied relevant Committee papers- for example in relation to Early Years provision, Education and Skills services, and the Fostering Policy. One of the MTFS proposals (Council Tax support) is showing minimal negative impact (discussed in more detail at paragraph 37 of this report).

Overall cumulative Equalities Impact Assessment of 2015/16 budget proposals.

30. The 13 EIAs developed by Delivery Units and Service Teams demonstrate that the 16/17 budget proposals have been drawn up using evidence about service

users and their needs. They also indicate that relatively few negative impacts have been identified and include equalities action plans to mitigate against them.

31. The cumulative EIA of the council's budget proposals has identified negative impacts for five protected groups. These are:

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

32. The minimum negative equalities impacts occur as a result of two proposals: Home Meals (ASC) and Libraries (CELS). The mitigating actions of both proposals are summarised below:

- Home Meals: mitigations include discussing the change with individual service users, exploring alternative provision from other community sources and clarifying where there is a statutory responsibility to continue to offer support.
- Libraries: the Libraries Project Team will continue to keep the equalities impact on protected groups under review as the proposals develop. Further information on broader mitigations to address the council's Fairness Agenda, and Strategic Equalities Objective can be found in Appendix One.

33. Older people, children and young people, Jewish and other ethnic minority groups, people with disabilities and women through pregnancy and maternity are negatively affected by two proposals in the budget savings proposed for 2016/17. However other proposals identify positive impacts for the protected characteristics - for older people, children and young people, carers, people with physical disabilities, learning disabilities and mental health issues, people of different races, religion and belief, women through pregnancy and maternity and vulnerable people. See paragraphs 19 and 23 of this report.

34. On balance therefore, the equalities analysis of the business planning process demonstrates that, as the council makes hard decisions, they are aware of the need to identify and mitigate any negative impacts, for the protected characteristics and to design new services with this in mind at all levels of decision making including Delivery Unit, Theme Committee and Policy and Resources Committee.

35. Overall Barnet is quite an affluent borough but there are pockets of deprivation located throughout the borough and in each parliamentary constituency in particular in the west of the borough. Two of these areas (one close to the West Hendon estate and one around the Grahame Park estate) are amongst the 10% most deprived areas in England. Barnet has also become marginally more

deprived when compared to other London boroughs between 2010 and 2015. It is ranked 24th out of the 33 local authorities, which is one place lower than in 2010 (25th) and three places higher than 2007 (21st). Despite this increase in comparative deprivation, overall Barnet still compares favourably against many other London boroughs. For further information see equalities and cohesion summary published on Barnet's public equality pages <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>.

36. Last year's budget included a reduction in the level of Council Tax Support which was initially assessed as having a minimum negative impact. Through monitoring the implementation of this decision and making more widely available discretionary grants and funds in the event of hardship, we are satisfied with the analysis of minimum negative impact for recipients and this will be monitored.
37. Taking into consideration the wider economic context this report notes a regrettable continuing cumulative negative impact for young people. According to the Equality and Human Rights Commission, prospects for young people in the UK have worsened over the past five years².
38. The report found those under the age of 34 were hit by the steepest fall in income and employment. It found that this age group also had less access to decent housing and better paid jobs, and faced deepening poverty. EHRC commissioner Laura Christensen said the young had the "worst economic prospects for generations". The report also says those aged 16 to 24 were more likely than all other adult age groups to be living in poverty.

Next steps

39. The council propose to continue the annual equalities business planning process as a planned and iterative process to assess the impact of budget savings proposals each year and identify any mitigation to ease any negative impact on particular groups of residents in the scheduled year of saving. Therefore, the council's MTFs proposals will be revisited and subject to further analysis, consultation and equality impact assessments in the scheduled year for each saving so that the detailed analysis of each MTFs proposal will inform future years' cumulative equalities impact.
40. We will continue to promote resident and service user participation and engagement to make difficult decisions at a time of financial austerity. We will seek out the views of people with protected characteristics and take a proportionate, appropriate, rigorous and responsible approach to the budget planning process to achieve the savings identified in the Corporate Plan and pay due regard to the 9 protected characteristics -age, disability, ethnicity, gender,

² <http://www.equalityhumanrights.com/about-us/our-work/key-projects/britain-fairer-0>

gender reassignment, marriage civil partnership, pregnancy, maternity, and religion or belief and sexual orientation.

Appendix One

The 2010 Equality Act and Public Sector Equality Duties (PSED)

1. In compliance with the council's statutory duties under the Equality Act 2010 and Public Sector Equalities Duties³ (PSED) this Cumulative Equalities Impact Analysis (EIA) sets out how, as a Public Body, Barnet Council (and other organisations acting on its behalf) has approached its statutory obligation.
2. As set out in the Equality Act 2010 the council pays active due regard to the need to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
3. The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.
4. **The Act outlines the provisions of the general and specific PSED** and requires Barnet to have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - Advance equality of opportunity between people from different groups;
 - Foster good relations between people from different groups;
 - Set and publish equality objectives, at least every four years; and
 - Publish information to show their compliance with the Equality Duty, at least annually. The information published must include information relating to employees (for public bodies with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.

Barnet's Fairness Agenda

5. At their first meeting on June 10 2014, Barnet's Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals.
 6. As a result, in addition to assessing the impact of proposals on the 9 protected characteristics, the council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable.
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These additional groups include carers (including young carers), people on low income and the unemployed.

How the council takes account of equalities concerns through its annual business planning process

7. The council meets the legal obligation to pay due regard to equalities in business planning by assessing the impact of our proposals on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment, marriage, civil partnership, pregnancy, maternity, sexual orientation, religion or belief.
8. The Council has adopted a business planning process which aims to mainstream and assess the equalities impact at the outset and keep equality considerations under review as proposals develop.
9. Prior to decision making at Full Council in March 2016, proposals involving change to service are expected to have developed an EIA, been considered at theme committee and have undergone public, service specific consultation ahead of the public budget consultation which will run until 12th February 2015. We are seeking views on the savings across the portfolios of the council's Theme Committees, including Adults and Safeguarding; Children, Education, Libraries and Safeguarding; and Environment. The consultation underlines Barnet's commitment to openness, transparency and community engagement in exposing the challenges faced to residents and involving them in determining our approach and priorities. The council will continue to engage with residents about priorities for spending and make efforts to reach a wide range of groups so that feedback is inclusive.
10. The council recognises that the impact of our decisions cannot be seen in isolation and we have taken both local and national factors into account, including:
 - The demographic make-up and trends of the borough which affect demand for services and how they are delivered;
 - The impact of austerity, changes in the cost of living, the impact of welfare reform for the most disadvantaged in housing, employment, financial inclusion and integrated support. More detail about deprivation is included with the equalities and cohesion summary.
11. Our analysis shows that while Barnet is a successful and relatively affluent borough with highly educated professions to match that profile, there are also significant pockets of deprivation across the three parliamentary constituencies. Within these pockets of deprivation residents may experience additional barriers to equal life chances, for example in educational attainment, health and wellbeing, life expectancy and employment opportunities. Therefore, in line with the council commitment to adopt a broader approach to the fairness agenda as discussed at Policy and

Resources Committee on 10 June 2014, when Members advised that Committees 'should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. (See paragraphs 5 and 6 above). We also assess the impact of our savings proposals on groups who may not be defined as a protected characteristic under the 2010 Equality Act, but who may be considered disadvantaged and/or vulnerable. These groups include people currently out of work, those on low income and adult and young carers.

12. The cumulative EIA also takes into account the broader UK economy, the economic context of austerity and reductions in government spending to reduce the UK budget and how other changes such as Welfare reform and increases in the cost of living, might also impact negatively on particular groups.
13. Finally the cumulative EIA also looks ahead to proposed savings until 2020 as set out in the Corporate Plan 2015 -2020 and takes account of the preliminary and broad-brush assessments for each of the Medium Term Financial Savings (MTFS) proposals as considered at Theme Committee (See Section of this report).
14. The process is designed to comply with 2010 Equality Act and Public Sector Equalities Duty. The council require:
 - i. A detailed equalities impact analysis for each of the current year's savings proposals which will result in service change or closure which should be updated as necessary throughout the process.
 - ii. Service level consultation to be carried out on any proposal included in the 2016/17 budget to vary, reduce or withdraw services in the following circumstances:
 - Where there is a statutory requirement;
 - Where the practice has been to consult on changes or where a policy to consult is in place; or where the service reduction or change is of a nature where there is a legitimate expectation of consultation, regardless of statutory duties. Where consultation is required to inform and equality impact assessment.
 - iii. Decision makers to:
 - See and understand the Equalities Impact Analysis for each of the 16/17 savings proposals.
 - Be satisfied with the quality of the analysis when making their decision.
 - Consider any avoidable adverse impact – can it be mitigated? Is it justified in the circumstance?
 - Consider the improvement plan with measures to mitigate any negative impact.
 - Bear in mind any cumulative impact which may come about as a result of other decisions.

Mitigations to address negative equalities impacts of the annual business planning process

15. Specific proposed mitigations to address any negative impacts identified for the protected characteristics are outlined in the individual EIAs attached to this paper.
16. The council has/is
 - Developed a Housing Strategy 2015-2025 includes the objective to deliver homes that people can afford, and sets out that council rents for existing tenants will fall by 1% a year for the next four years from April 2016, following which they are expected to increase by Consumer Price Index (CPI) + 1%. This will assist people on low pay.
 - Proposing that the council contribution to concessionary fares for older people will continue.
 - Proposing not to increase the element of council tax bills that can be spent on general services in 2016/17. However, in recognition of the pressures facing adult social care services, the Council is consulting on whether or not to introduce a 2% 'adult social care precept' in 2016/17, which would increase Council Tax bills by up to 2% and would generate up to £3 million for spending exclusively on adult social care, including care for the elderly. This new flexibility for Council's to introduce a 'social care precept' – which allows Council to increase Council Tax by a further 2% on top of the existing 2% threshold (after which a local referendum is triggered) - was announced by the Chancellor as part of the Autumn Statement in November.
 - Joined up its thinking with partners on Health and Wellbeing to produce a Joint Strategic Needs Assessment. This aim is to promote better outcomes for the rich diversity of all Barnet citizens... by informing the approach to identify need, promoting inclusion, addressing social isolation. The JSNA will act as a tool to help Borough partners come together to share expertise and resources to improve the prospects of people living in Barnet. It will also ensure that every penny of public money is used as efficiently as possible and with maximum positive impact. by having a shared understanding of the size and nature of Barnet's residents in one place that focuses on: 1) the needs of the population, irrespective of organisational or service boundaries, 2) areas of common interest and 3) reducing demand for public resources. The JSNA represents a significant contribution to meeting the requirement that Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals.
 - Building strong community links and partnerships through a focus on community assets and the Community Engagement and Participation strategy.
 - Developed a Carers Strategy to provide better information, improve choice and the quality of life for those who care for others.
 - Developed an economic strategy- Entrepreneurial Barnet, to build on our aim to share the benefits of growth, promote employment opportunities, support fair wages and wealth creation opportunities and make Barnet the best place in London for a small business.
 - Leading on the London devolution deal on skills and working with other London Borough together with West London Alliance and GLA to develop a

strategic vision for skills needed in the capital and to ensure to ensure that young people (and others residents from 16 years) can acquire the skills to compete in London labour market.

- Continuing to support initiatives which promote employment and is working with JobCentre Plus and the Barnet Group to understand the impact of welfare reforms and support people to manage the transition. This includes setting up a joint Welfare Reform Task Force to support people who have had their Benefits Capped and those who will start receiving Universal Credit in 2015/16. The team support people to maximise their income through benefits and work and to find sustainable accommodation. The council and JCP are also thinking about new ways to support young people, the long term unemployment and unemployed people with anxiety and depression through 3 joint projects with the WLA. These projects have been successful in attracting over £800k of Transformation Challenge Award funding from government in 2015/16 to kick start the new ways of working.
- Piloting a multi-agency 'Jobs Team' to support unemployed residents in Burnt Oak – where joblessness is higher than the borough average - into work. The model brings together the council, Jobcentre, the Government's Work Programme, voluntary sector, Public Health and housing providers in a joint team based in Burnt Oak. The objective of the *Working People, Working Places* pilot is to narrow the economic gap between Burnt Oak and the borough average. If successful, this approach will be considered for roll out in other areas.

An update on Barnet's Strategic Equality Objective measures

17. We use the following measures to understand how we are doing against our Strategic Equalities Objective:

- Satisfaction with Barnet remains high - 88% of residents are satisfied with their local area as a place to live. This is 6 percentage points above the national average. (Residents' Perception Survey, June 2015)
- Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough. 78% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration. (Residents' Perception Survey, June 2015)
- 6.9% of Barnet residents claim out of work benefits in comparison with a London figure of 8.7%. There have been improvements in employment opportunities for young people well below the London figure of 5.5%. This is well below the London figure of 5.5% and the lowest of all Barnet's statistical neighbours. (NOMIS)
- Overall there have been some health improvements in Barnet - most notably child health outcomes outperform the London average and death amongst those under 65 years old from cardiovascular disease continues to fall. However life expectancy is only slightly increasing with a slight decrease in the gap in life expectancy between the richest and the poorest (JSNA and Public Health England, Segment Tool 2015).

- In Barnet, life expectancy at birth in females (85.0 years) is higher than males (81.9) and overall life expectancy for both male and female population in Barnet is higher than the average for England (male =79.4, female =83.1).
- Borough performance on Lifetime Homes has improved since October 1st 2013, the launch date of Re- who delivers the council's development services. There has been an improvement in the number of wheelchair accessible homes and those meeting the lifetime homes standard. Just fewer than 80% of new homes approved in 2013/14 will deliver Lifetime Homes standards compared with 65% in 2012/13. Wheelchair accessible homes were 7.5% of new homes approved. Re is also focussing on equal opportunities and has undertaken an equalities impact assessment for the Housing Strategy following changes in housing legislation and welfare reforms.

Adults & Safeguarding Committee

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings							
				2016/17		2017/18		2018/19		2019/20	
				£000	FTE	£000	FTE	£000	FTE	£000	FTE
Efficiency											
E1	3rd Party Spend (Inc. Prevention)	<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum.</p> <p>The bulk of the adult social care budget (75%) is spent on external contracts for care services with external providers. Of this, the majority is spent on individual support plans for people with eligible social care need which is being addressed through other savings lines below. The remainder of contracts, i.e those not spent on people with eligible needs, £5.5m in total and are being considered under this saving. Proposals are being developed in relation to individual contracts and the changes include commissioning different models of service delivery, terminating contracts, improved contract management and negotiation of better rates for 15/16 contracts.</p>	Equalities impacts will be reviewed on a contract by contract basis where efficiencies affect services. Potential negative and neutral impacts for Over 65 and People with disabilities	(400)		(863)		(791)		(561)	
E2	Staffing Efficiencies	Last year's budget proposals for 2016-20 included workforce savings spread equally over four years. These have now been brought forward to deliver an earlier saving. An element of the saving can be mitigated through improved productivity and efficiency, in particular through the implementation of an improved case management IT system and changes to the assessment process. The proposals will include reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies.	EIA prepared, potential negative impact on female staff	(1,088)	42	(400)				(213)	4
E3	Shared services & new delivery models	Identification of alternative delivery model(s) and / or shared service options, e.g. mutual or trusts, that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, tele care, enablement, creative support planning) to reduce care costs. Savings will be delivered through implementation of an asset based approach to meeting care needs, using local resources to prevent the need for council funded care.	Full Equalities Impact Assessments will be undertaken as proposals are developed. An initial Equality Impact Assessment has been carried out on the proposed new operating model and is included in the Strategic Outline Case being presented to Adults and Safeguarding Committee on 12 November. This is currently showing as 'impact unknown' for staff and 'no impact anticipated' for residents and service users. An EIA will be developed prior to decision making.			(654)		(654)		(654)	

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
E4	Pooled commissioning and operations with the NHS	It is now known that the Better Care Fund will continue into 2016/17. Evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.	Equalities Impact Assessments will be undertaken as proposals are developed.									(727)	
E5	Reshape working adults day care services to promote social inclusion and greater employment levels.	Savings from redesign of Day services and other community support projects which enable people to participate in social and recreational activities outside of the home. This will include a substantial remodelling of day services to promote greater access to community activities and the development of pathways into employment and volunteering. Eligible needs of service users and carers will continue to be met but in different ways.	Initial equalities analysis has been undertaken and indicates there is a potential negative impact on service users with learning disabilities and their carers. The EIA will be produced in the year of saving and prior to decision making.					(500)				(500)	
Total				(1,488)	42	(1,917)	0	(1,945)	0	(2,655)			4
Reducing demand, promoting independence													
R1	Savings through supporting people in the community as opposed to high cost care packages and residential placements	Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as care in the community, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, local clubs or local libraries, for example.	Community Offer EIA produced, showing a positive impact.	(350)		(350)		(350)					

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R2	Carers Intervention programme - Dementia	An intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples and was developed and consulted on as part of the priorities and spending review process in 2013/14 and the adults and safeguarding commissioning plan. The programme to deliver support to sustain carers of people with dementia to stay in their own homes will be developed internally.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users over 65 and carers. The EIA will be produced in the year of saving prior to decision making.			(160)		(160)		(180)			
R3	Housing Revenue Account (Moreton Close)	Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users over 65. The EIA will be produced in the year of saving prior to decision making.			(95)		(285)					
R4	Independence of Young People	Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.	0-25 EIA produced, showing a positive impact.	(300)		(350)		(150)		(100)			
R5	Older Adults - carers in work	Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.	EIA/s for service user impact have been undertaken and is currently showing a positive impact on service users. This will be reviewed ahead of implementation of the further savings. Existing carers EIA to be updated to cover carers at work initiative.			(141)		(152)					

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R11	Wheelchair Housing	Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.	EIA has been produced and indicates there is a potential positive impact on service users, especially those with physical and learning disabilities.	(83)		(139)		(97)		(110)			
R12	Older People Home Share	Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc.). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.	EIA has been produced and shows a positive impact.	(22)		(44)		(72)		(102)			
R13	Brent Cross Hub and Spoke	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.	Full Equalities Impact Assessments will be undertaken in the year of savings prior to decision making.							(380)			

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R14	Colindale Extra Care	Extra Care development of fully integrated service for older people of 51 Units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.	Full Equalities Impact Assessments will be undertaken in the year of savings prior to decision making.					(380)					
Total				(1,895)	0	(2,609)	0	(2,166)	0	(1,242)	0		
Service redesign													
S1	Integrated Later Life Care	Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.	EIA will be undertaken in the year of savings prior to decision making.			(385)		(300)			(350)		
S2	Assistive technology (telecare) business case	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care providers, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). This could be delivered through partnering with a telecare provider to provide large scale telecare services.	EIA will be undertaken in the year of savings prior to decision making.			(500)		(500)					
S3	Continuation of mental health placement savings	Following full implementation of the new mental health social work model to provide better services for users, the intention is to deliver further savings to high cost placements, workforce reconfiguration and longer term demand management for latter half of 4 year MTFS. The Saving is modelled on projections for demand of mental health care, the intended impact of demand management and reduction in crisis care admissions to hospital.	EIA will be undertaken in the year of savings prior to decision making.					(250)			(250)		
Total				0	0	(885)	0	(1,050)	0	(600)	0		
Overall Savings				(3,383)	42	(5,411)	0	(5,161)	0	(4,497)	4		

Assets, Regen & Growth Committee

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
Efficiency													
E1	Accommodation Strategy	The current Medium Term Financial Strategy for 2014-16 already includes approximately £3m per annum of savings on the cost of office accommodation arising from the exit of North London Business Park Building 4 and the transfer of staff into vacant space in Barnet House and North London Business Park Building 2. Current plans suggest that the total saving from the exit of Building 4 could be more than £3m per annum subject to confirmation of costs of moving and wear and tear. This, along with further savings that could arise as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, changes to the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1m by 2017.	There is a potential equalities impact and this will be kept under review. An Equalities Impact Assessment will come back to the Policy and Resources Committee in the relevant budget year prior to decision making.			(2,000)							
Total				0	0	(2,000)	0	0	0	0	0	0	
Growth and Income													
G1	Increase in CT and BR	The Council's regeneration schemes are projecting and increase in Council Tax and Business Rates over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the Council's budget.	This proposal is not expected to have an adverse equalities impact	(2,253)		(3,362)		(5,132)		(48)			
G2	Development Opportunities	A number of development opportunities are being considered that are not included in the current regeneration programme, which could create additional capital receipts that would reduce the Council's future borrowing requirements. They could also generate additional Council Tax revenues. Finally, they could generate rents or dividends through the Council taking a development role, either directly or via a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.	This proposal is not expected to have an adverse equalities impact			(1,000)							
Total				(2,253)	0	(4,362)	0	(5,132)	0	(48)	0	0	
Reducing demand, promoting independence													
Total				0	0	0	0	0	0	0	0	0	
Service redesign													
Total				0	0	0	0	0	0	0	0	0	
Overall Savings				(2,253)	0	(6,362)	0	(5,132)	0	(48)	0	0	

Children's, Libraries,

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings							
				2016/17		2017/18		2018/19		2019/20	
			Equalities Impact update 1st Feb 2016	£000	FTE	£000	FTE	£000	FTE	£000	FTE
Efficiency											
E1	Contract management, including keeping costs down	Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. This savings would be achieved by improving contract management and negotiating better rates across a range of services.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. Equalities impacts will be reviewed on a contract by contract basis where efficiencies affect services.	(381)		(135)		(134)		(188)	
E2	3rd Party Spend	Proposal to save money by commissioning different models of service delivery and ceasing contracts, improved contract management and negotiating better rates. The contracts include Independent Reviewing Officers, early intervention commissioned services and recently concluded procurements.	Equalities impacts will be reviewed on a contract by contract basis where efficiencies affect services.	(285)							
E3	Workforce-related spend	Proposal to reduce spending on work related travel and on agency staff. This includes a small reconfiguration of some back office functions. The recruitment and retention approach being implemented in Family Services will support the reduction in agency spend; there are opportunities to save money on travel through purchasing arrangements and better planning of required travel. The savings are in the context of significant reductions in the workforce in the past year.	EIA will be undertaken in the year of savings prior to decision making.			(180)		(231)		(146)	
Total				(666)	0	(315)	0	(365)	0	(334)	0
Income Generation											
I1	Education and Skills revenue share	Through the development of a proposed new Delivery model for Education and Skills services in Barnet there will be a contractual requirement for a gainshare of profits from the trading of services externally. The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This is over and above the agreed contractual savings.	EIA will be undertaken in the year of savings. Prior to decision making.							(300)	
I2	SEN placements	Through the development of the 0-25 integrated service savings through appropriate allocation of education costs for joint placements for children under the age of 18.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review. See Adults EIA on 0-25 service.	(250)		(250)		(250)		(250)	
I3	Child and Adolescent Mental Health Services traded service	At present the council funds support for Child and Adolescent Mental Health provision in Primary and Secondary schools. It is proposed to remove that investment and develop a more bespoke traded service enabling schools to access required support where necessary.	EIA will be undertaken in the year of savings prior to decision making.			(430)					
I4	Partnership funding of substance misuse services	It is proposed to fund children's substance misuse services with the public health grant to support joined up delivery with wider public health services.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review.	(45)							

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
I5	No Recourse to Public Funds	Government is, at present, consulting on a range of proposals to change the approach for people with No Recourse to Public funds. In light of these proposals there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.	EIA will be undertaken in the year of savings prior to decision making.					(227)					
I6	Continuing Care	As part of the on-going work to develop an integrated 0-25 year service, the council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review. See Adults EIA on 0-25 service.	(150)		(150)		(200)					
Total				(445)	0	(830)	0	(677)	0	(550)	0		
Reducing demand, promoting independence													
R1	LAC Placement commissioning strategy	Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.	EIA produced, showing a positive impact.	(131)		(144)		(149)		(69)			
R2	Social care demand management	Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.	EIA will be undertaken in the year of savings.					(440)		(1,267)			
Total				(131)	0	(144)	0	(589)	0	(1,336)	0		
Service reform													
S1	Early Years	Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	A full Equalities Impact Assessment has been completed as part of the Early Years business case considered by the Children, Education, Libraries & Safeguarding Committee on the 28th October 2014. This is showing a minimal positive impact.	(550)		(506)		(535)		(74)			
S2	Early Years further service reform	Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres.	EIA will be undertaken in the year of savings prior to decision making.							(850)			
S3	Alternative Libraries	Developing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.	Initial equalities analysis has been undertaken and indicates there is a potential impact on staff and/or service users. A full Equalities Impact Assessment is set out in the appendix to the libraries strategy paper considered by the Children, Education, Libraries & Safeguarding Committee on the 28th October 2014. This is showing a minimal negative impact.	(194)		(1,907)		(25)		(151)			

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
S4	Libraries service reform	Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found	EIA will be undertaken in the year of savings prior to decision making.									(573)	
S5	Child and Adolescent Mental Health Services re-commissioning	Developing joined up Child and Adolescent Mental Health provision with neighbouring boroughs enabling a saving through re-commissioning the externally commissioned service.	EIA will be undertaken in the year of savings prior to decision making.			(200)							
S6	Youth service	Proposal to remodel the Council's existing youth service, alongside the development of a youth zone, to secure economies of scale and to realise opportunities to generate income.	EIA will be undertaken in the year of savings prior to decision making.									(800)	
Total				(744)	0	(2,613)	0	(560)	0	(2,448)	0		
Shared services models													
S7	Education and Skills- New Delivery model	Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.	EIA produced, and currently showing neutral impact for service users and anticipated minimal positive impact for staff. A full Equalities Impact Assessment is set out in the appendix to the paper considered by the Council on the 8th December 2015.	(85)		(160)		(255)		(350)			
S8	Shared services/ models	The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally lead by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.	EIA will be undertaken in the year of savings prior to decision making.									(800)	
S9	Adoption regionalisation	Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.	EIA will be undertaken in the year of savings prior to decision making.					(150)					
Total				(85)	0	(160)	0	(405)	0	(1,150)	0		
Overall Savings				(2,071)	0	(4,062)	0	(2,596)	0	(5,818)	0		

Community Leadership Committee

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings							
				2016/17		2017/18		2018/19		2019/20	
				£000	FTE	£000	FTE	£000	FTE	£000	FTE
				Equalities Impact update 1st Feb 2016							
Efficiency											
E1	Policy	Non-renewal of the Council's annual subscription to MOSAIC customer data segmentation programme. MOSAIC is software which allows the Council to model population growth and preferences to help inform policy development. The Customer and Support Group Insight Team uses an identical programme called Call Credit. The proposal is not to renew the subscription to MOSAIC in order to avoid duplication and confusion by using two similar programmes and generate a saving in the process.	No internal / external Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff	(9)							
Total				(9)	0	0	0	0	0	0	0
Growth and Income											
Total				0	0	0	0	0	0	0	0
Reducing demand, promoting independence											
Total				0	0	0	0	0	0	0	0
Service redesign											
S1	CCTV	Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off	There is a potential equalities impact and this will be kept under review as proposals develop. EIA will be undertaken in the year of savings prior to decision making.							(243)	
Total				0	0	0	0	0	0	(243)	0
Overall Savings				(9)	0	0	0	0	0	(243)	0

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings								
				2016/17		2017/18		2018/19		2019/20		
				£000	FTE	£000	FTE	£000	FTE	£000	FTE	
			Equalities Impact update 1st Feb 2016									
Efficiency												
E1	Commissioning Group - Contract Efficiencies	Contract Negotiations: There is a potential opportunity for additional savings from the Re contract, or for additional income to be generated from these contracts over and above the contractual guarantee. £500k represents about 5% of the gross spend on Re services, and it is considered that this is a realistic target for additional savings for 2018/19 as part of the mid term contract review.	This saving is in respect of the Re supply chain management and is not expected to have an equalities impact. EIA will be undertaken in the year of savings.					(500)				
E2	Commissioning Group - Highways	Reduction in highways reactive maintenance costs: The Council has invested £50 million in planned maintenance for a five year period from 2015/16. It is anticipated that the investment will reduce on-going reactive maintenance costs. The proposal will be supported by increased enforcement action against builders and developers who damage the highway by enforcing the Council's policy on footway parking.	There is a potential equalities impact and this will be kept under review. EIA will be undertaken in the year of savings prior to decision making.							(550)		
E3	Street Scene - Fleet Management	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by making procurement processes more competitive and increasing the effectiveness and efficiency of the fleet e.g. through increased preventative maintenance resulting in fewer unplanned repairs. The savings are based on the complete London Borough of Barnet fleet.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review.	(125)								
E4	Street Scene - Parks and Open Spaces	Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling	An EIA will be completed once consultation is completed and the proposals are developed, prior to decision making. Impact not known.	(50)		(345)						
E5	Commissioning Group - Parking Services	Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.	EIA will be undertaken in the year of savings prior to decision making.					(150)				

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
E6	Commissioning Group - Street Lighting PFI	Street lighting Savings: The current street lighting contract requires the contractor to maintain quality standards relating to lighting levels. Officers will look to reduce management costs by sharing client and back office functions with the London Borough of Enfield and work with the contractor to reduce maintenance costs. Officers will also look at opportunities to reduce energy costs and mitigate the impact of future energy price increases.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff. This will kept under review.	(200)									
E7	Street Services - Recycling Centre	Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre has been transferred to the North London Waste Authority.	Project has been completed.	(80)									
E8	Street Scene - Alternative Delivery Model	Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals, including a comparison with the costs and quality of the in-house service.	EIA will be undertaken in the year of savings prior to decision making.			(250)		(450)					
E9	Street Services - Mortuary shared service	Creation of a shared mortuary service: The council has developed a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, raise revenue by disposing of the Finchley Mortuary at a competitive price and continue to maintain a high standard of service.	Project has been completed.	(45)									
E10	Street Scene - Street Cleansing	Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.	Impact not known. A full EIA will be completed once proposals are developed following the completion of consultation, and prior to decision making. Any staff implications will be subject to a full staff consultation as per the councils agreed process.	(150)		(600)							
Total				(650)	0	(1,195)	0	(1,100)	0	(550)	0		

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
Equalities Impact update 1st Feb 2016													
Growth and Income													
G1	Street Scene - Parks and Open Spaces	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.	An EIA will be completed once consultation is completed and the proposals are developed, prior to decision making.							(100)			
G2	Street Scene - Commercial Waste and Waste Collection and Street Cleansing Income. No consultation will be required for 15/16 savings.	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	Impact not known. An EIA will be completed once consultation is completed and the proposals are developed, prior to decision making.	(50)		(200)		(300)				(1,000)	
G3	Street Scene and Commissioning Group - demand management via enforcement and education	Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.	EIA will be undertaken in the year of savings prior to decision making.			(25)		(25)					
G4	Commissioning Group	A full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	Impact not known equalities impact will be reviewed on a contract by contract basis.	(930)		(270)		(240)				(130)	
G5	Street Services - Reduction / Delay in Growth Assessment and changes to agency staff recruitment	Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce	EIA not required.	(360)		(75)							
Total				(1,340)	0	(570)	0	(665)	0	(1,130)	0		
Reducing demand, promoting independence													

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R1	Commissioning Group - NLWA	Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.	EIA not required because the proposal does not impact on service delivery or staff.	(1,900)		(500)		(100)		(100)			
R2	Street Scene - Waste and Recycling collection	Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.	Impact not known, EIA will be completed as the proposals develop.	(31)		(50)		(200)		(200)			
R3	Street Scene - Parks and Open Spaces	Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.	Impact not known, EIA will be completed as the proposals develop.	(100)				(100)		(100)			
Total				(2,031)	0	(550)	0	(400)	0	(400)	0	(400)	0
Overall Savings				(4,021)	0	(2,315)	0	(2,165)	0	(2,080)	0	(2,080)	0

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
Efficiency													
E1	Across Service	This proposal is to reduce the remaining Council IT spending that does not form part of the Customer & Support Group contract (approximately £1m per annum). This proposal would reduce this by approximately 10% in 2016/17.	This proposal increases the efficiency of IT expenditure. It is not expected to have an equalities impact. Equalities impacts will be reviewed on a contract by contract basis	(140)									
E2	3rd Party Spend	Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.	This proposal increases the efficiency of third party contract spending. It is not expected to have an equalities impact.	(62)		(46)		(45)		(44)			
E3	Workforce savings	Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.	Impact not known. EIA will be completed, as necessary once proposals are developed, and any staff implications will be subject to a full staff consultation as per the councils agreed process.	(480)		(579)		(100)					
E4	Members allowance	The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July 2014. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings of £100k.	This saving is not expected to have an adverse equality impact.	(140)		(80)							

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
E5	Shared services	There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.	EIA will be undertaken in the year of savings prior to decision making.					(1,244)					
E6	Minimum Revenue Provision	The Council is required to budget each year for costs associated with repaying the principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.	This saving is in respect of a revision in capital financing costs and is not expected to have an equalities impact	(1,000)									
E7	Redundancy Payments	Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1.875m per annum.	No external EIA is required because the proposal does not impact on service delivery, no internal EIA is required because the proposals do not impact on employees. EIAs will be completed on any individual restructure projects.	(1,850)									
E8	Stop Contributions	Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. A review of spending on annual subscriptions and membership fees is to take place in 2015. This will include recommendations on where to make savings.	No EIA required as no impact anticipated on staff or service delivery	(400)									
E9	Borrowing costs and interest on deposits	The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £5m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.	This saving is in respect of treasury costs and is not expected to have an equalities impact.	(2,500)		(2,500)		(1,500)		(500)			

To support Adults and Safeguarding Committee Efficiency Saving E2 Staffing Efficiencies

**Initial Equality Analysis (EIA)
Resident/Service User**

1. Details of function, policy, procedure or service:	
Title of what is being assessed:	Adults and Communities Staffing Efficiencies
Is it a new or revised function, policy, procedure or service?	Function
Department and Section:	Adults and Communities
Date assessment completed:	10/11/15
2. Names and roles of people completing this assessment:	
Lead officer	Alan Mordue
Other groups	
3. Employee Profile of the Project	<p>Will the proposal affect employees? YES/ NO</p> <p>If no please explain why.</p> <p>If yes, please seek assistance from HR to complete the employee EIA.</p>

How are the following equality strands affected? *Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data*

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?																		
1. Age	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>Residential Breakdown of Age (Equalities Data Dashboard 9/9/15):</p> <table border="1" data-bbox="504 1290 951 1422"> <thead> <tr> <th colspan="3">Age:</th> </tr> </thead> <tbody> <tr> <td>65+</td> <td>51,576</td> <td>14%</td> </tr> <tr> <td>Under 65</td> <td>315,690</td> <td>86%</td> </tr> </tbody> </table> <p>Client breakdown of age (SWIFT 14/10/15):</p> <table border="1" data-bbox="504 1491 951 1624"> <thead> <tr> <th colspan="3">Age:</th> </tr> </thead> <tbody> <tr> <td>65+</td> <td>3039</td> <td>60.48%</td> </tr> <tr> <td>Under 65</td> <td>1986</td> <td>39.52%</td> </tr> </tbody> </table>	Age:			65+	51,576	14%	Under 65	315,690	86%	Age:			65+	3039	60.48%	Under 65	1986	39.52%	
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<p>2. Disability</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>Barnet population predicted to have a disability (Barnet Members Dashboard 11/11/15)</p> <table border="1" data-bbox="504 291 1141 508"> <thead> <tr> <th colspan="3">Category</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>81,652</td> <td>46.48%</td> </tr> <tr> <td>Mental Health</td> <td>62,032</td> <td>35.31%</td> </tr> <tr> <td>Substance Misuse</td> <td>22,092</td> <td>12.58%</td> </tr> <tr> <td>Learning Disability</td> <td>9,894</td> <td>5.63%</td> </tr> </tbody> </table> <p>Barnet population who are using one or more services targeted for people with disabilities in 2014. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability. (Barnet Members Dashboard 11/11/15)</p> <table border="1" data-bbox="504 779 1141 1037"> <thead> <tr> <th colspan="3">Category</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>4,564</td> <td>61.34%</td> </tr> <tr> <td>Mental Health</td> <td>1,802</td> <td>24.22%</td> </tr> <tr> <td>Learning Disability</td> <td>870</td> <td>11.69%</td> </tr> <tr> <td>Other Vulnerable People</td> <td>171</td> <td>2.30%</td> </tr> <tr> <td>Substance Misuse</td> <td>33</td> <td>0.44%</td> </tr> </tbody> </table>	Category			Physical Health	81,652	46.48%	Mental Health	62,032	35.31%	Substance Misuse	22,092	12.58%	Learning Disability	9,894	5.63%	Category			Physical Health	4,564	61.34%	Mental Health	1,802	24.22%	Learning Disability	870	11.69%	Other Vulnerable People	171	2.30%	Substance Misuse	33	0.44%	
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<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p>																																		
<p>4. Pregnancy and maternity</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p>																																		

5. Race /
Ethnicity

Yes

No

No foreseen impact.

Ethnic Group - Numbers and Proportion of Total
Population (Equalities Data Dashboard 9/9/15)

Ethnicity:		
White British	2,622	52.18%
White Other	766	15.24%
Asian/Asian British Indian	377	7.50%
Any Other Ethnic Group	283	5.63%
Black/Black British African	184	3.66%
White Irish	151	3.00%
Asian/Asian British Other	134	2.67%
Black/Black British Caribbean	124	2.47%
Black/Black British Other	74	1.47%
Refused	64	1.27%
Not Recorded	58	1.15%
Asian/Asian British Pakistani	57	1.13%
Mixed Other	32	0.64%
Chinese	27	0.54%
Asian/Asian British Bangladeshi	20	0.40%
Mixed White & Asian	16	0.32%
Mixed White & Black Caribbean	12	0.24%
Mixed White & Black African	11	0.22%
Not Stated	8	0.16%
Arab	5	0.10%

Client breakdown of ethnicity (SWIFT 14/10/15)

Ethnicity:		
White British	2,622	52.18%
White Other	766	15.24%
Asian/Asian British Indian	377	7.50%
Any Other Ethnic Group	283	5.63%
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Not Stated	8	0.16%
Arab	5	0.10%

6. Religion or belief

Yes
No

No foreseen impact.

Residential breakdown of religion (Equalities Data Dashboard 9/9/15)

Area		
Christian	146,866	41.21%
No religion	57,297	16.08%
Jewish	54,084	15.18%
Muslim	36,744	10.31%
Religion not stated	29,917	8.39%
Hindu	21,924	6.15%
Buddhist	4,521	1.27%
Other religion	3,764	1.06%
Sikh	1,269	0.36%

Client breakdown of religion (SWIFT 14/10/15)

Religion		
Christian	948	18.87%
Jewish	908	18.07%
Church Of England	562	11.18%
No Religion	558	11.10%
Not Recorded	541	10.77%
Roman Catholic	439	8.74%
Muslim	307	6.11%
Hindu	283	5.63%
Information Refused	148	2.95%
Greek Orthodox	104	2.07%
Methodist	30	0.60%
Buddhist	28	0.56%
Atheist	19	0.38%
Jain	19	0.38%
Jehovah Witness	18	0.36%
Agnostic	16	0.32%
Sikh	16	0.32%
Catholic Apostolic Church	14	0.28%
Ismaili Muslim	14	0.28%
Baptist	7	0.14%
Orthodox Church	6	0.12%
Pentecostal	6	0.12%
Anglican	5	0.10%
Z Other	5	0.10%
Adventist	4	0.08%
Church Of Ireland	3	0.06%
Zowastrian	3	0.06%
Humanist	2	0.04%
Pagan	2	0.04%
Quaker	2	0.04%
Rastafarian	2	0.04%
African Methodist	1	0.02%
Ancestor Worship	1	0.02%
Arian Catholic	1	0.02%
Kabbalah	1	0.02%
Scientologist	1	0.02%
Spiritualist	1	0.02%

<p>7. Gender / sex</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>Residential breakdown of Gender (Equalities Data Dashboard 9/9/15):</p> <table border="1" data-bbox="502 286 949 421"> <thead> <tr> <th colspan="3">Gender:</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>187,685</td> <td>51.10%</td> </tr> <tr> <td>Male</td> <td>179,580</td> <td>48.90%</td> </tr> </tbody> </table> <p>Client breakdown of Gender (SWIFT 14/10/15):</p> <table border="1" data-bbox="502 488 949 660"> <thead> <tr> <th colspan="3">Gender:</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>3,030</td> <td>60.30%</td> </tr> <tr> <td>Male</td> <td>1,986</td> <td>39.52%</td> </tr> <tr> <td>Unknown</td> <td>9</td> <td>0.18%</td> </tr> </tbody> </table>	Gender:			Female	187,685	51.10%	Male	179,580	48.90%	Gender:			Female	3,030	60.30%	Male	1,986	39.52%	Unknown	9	0.18%	
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<p>8. Sexual orientation</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>See 9. Same sex civil partnerships give an indicator of homosexual relationships.</p>																						
<p>9. Marital Status</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>Residential marital status breakdown (Equalities Data Dashboard 9/9/15)</p> <table border="1" data-bbox="502 1003 1197 1646"> <thead> <tr> <th colspan="3">Area</th> </tr> </thead> <tbody> <tr> <td>Single (never married or never registered a same-sex civil partnership)</td> <td>36,679</td> <td>26.99%</td> </tr> <tr> <td>Married</td> <td>64,204</td> <td>47.24%</td> </tr> <tr> <td>In a registered same-sex civil partnership</td> <td>300</td> <td>0.22%</td> </tr> <tr> <td>Separated (but still legally married or still legally in a same-sex civil partnership)</td> <td>6,216</td> <td>4.57%</td> </tr> <tr> <td>Divorced or formerly in a same-sex civil partnership which is now legally dissolved</td> <td>15,859</td> <td>11.67%</td> </tr> <tr> <td>Widowed or surviving partner from a same-sex civil partnership</td> <td>12,658</td> <td>9.31%</td> </tr> </tbody> </table>	Area			Single (never married or never registered a same-sex civil partnership)	36,679	26.99%	Married	64,204	47.24%	In a registered same-sex civil partnership	300	0.22%	Separated (but still legally married or still legally in a same-sex civil partnership)	6,216	4.57%	Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,859	11.67%	Widowed or surviving partner from a same-sex civil partnership	12,658	9.31%	
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<p>10. Other key groups?</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p>																						

Carers

Yes

No

No foreseen impact.

Residential breakdown of carers (Equalities Data Dashboard 9/9/15)

Area	Barnet	
Provides no unpaid care	320,341	90.85%
Provides 1 to 19 hours unpaid care a week	21,448	6.08%
Provides 20 to 49 hours unpaid care a week	4,584	1.30%
Provides 50 or more hours unpaid care a week	6,224	1.77%

People with mental health issues

Yes

No

No foreseen impact.

See 2.

Some families and lone parents

Yes

No

No foreseen impact.

Lone Parents with Dependent Children - Number and Proportion of Total Residents (Equalities Data Dashboard 9/9/15)

Barnet		
Total Residents	352,597	
One family only: Lone parent: Dependent children	28,889	8.19%

People with a low income

Yes

No

No foreseen impact.

Unemployed people

Yes

No

No foreseen impact.

Annual Population Survey (Employment Rate % (16-64)) March 2015 (Equalities Data Dashboard 9/9/15)

Barnet	
All Persons	68.20%
Male Employment Rate	75.00%
Female Employment Rate	61.70%

Young people not in employment education or training

Yes

No

No foreseen impact.

5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes

Data about the following is already collected and monitored on a regular basis:

- *Delayed transfer of care (DTOC).*
- *Length of time between reviews (i.e. waiting times)*
- *Volumes of reviews undertaken.*
- *Satisfaction rates*
- *Assessment volumes*

Any unforeseen adverse impact of this restructure would probably be reflected in an increase with these metrics, however, other factors (e.g. an increase in demand) would also result in increases. If there is any unexpected change in these metrics, it will be investigated.

6. Initial Assessment of Overall Impact

Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input checked="" type="checkbox"/>	No Impact <input type="checkbox"/>
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7. Scale of Impact

Positive impact: Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	
--	--	--

8. Outcome

No change to decision <input type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input checked="" type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>
---	---	---	---

¹ '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.

--	--	--	--

9. Please give a full explanation for how the initial assessment and outcome was decided. .

Modelling has been done to identify the productivity gains that can be made from smarter working through new technology and the introduction of Mosaic. It has been identified that these gains can mitigate the staff reductions proposed and so there should be no service impact. Performance will be carefully monitored and reported to confirm that this is the case.

Adults and Communities Equality Impact Assessment

EIA 2 (relates to Saving R1 The Community Offer)

Please refer to the guidance before completing this form.

1. Details of function, policy, procedure or service:	
<i>Title of what is being assessed:</i> Community Offer	
<i>Is it a new or revised function, policy, procedure or service?</i> New proposal	
Department and Section: Adults and Communities	
Date assessment completed: December 2013 – UPDATED 1 October 2015	
2. Names and roles of officers completing this assessment:	
Lead officer	Karen Jackson
Stakeholder groups	Service users and their carers
Representative from internal stakeholders	Jon Dickinson
Representative from external stakeholders	Public Consultation 2013/2014
Equalities Network rep	Emily Bowler
Performance Management rep	Claire Bailey
HR rep (for employment related issues)	N/A

3. Full description of function, policy, procedure or service:

Please describe the aims and objectives of the function, policy, procedure or service
Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.

This project covers a range of actions which will refocus the Adult Social Care offer by providing community-based options which promote independence and choice, in line with national personalisation policy and the expectations of the Care Bill. These options include:

1. We will ensure that residents, service users and carers can access clear information and advice at the first point of contact. This will include the provision of independent advice and support. Where appropriate people will be signposted to community alternatives.
2. We will continue to develop community based options which promote independence, including:
 - Increased offer of short-term Reablement as a means of promoting people's independence at home rather than long term home care visits or moving into residential care
 - Increased use of telecare as alternative to home care visits
 - Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home as an alternative to traditional care, or home care visits
 - Use of a range of community-based respite care models to support carers, without necessarily moving the service user into a respite residential care placement
3. We will increase the use of Direct Payments which will give service users and their carers maximum choice and control to use the full range of community-based services provided by all sectors
4. We will use the annual reviews of existing packages of care to consider these community-based options and reduce dependency on traditional care. Any changes for individuals will be based on an assessment of their needs, which they will be fully involved in, and their views will be taken into account. We will not make any changes that do not meet these assessed needs. We will seek to ascertain the "Ordinary Residence" of those clients who are in residential placements out of borough before exploring any changes to their support plans.

Through these measures, we expect to minimise the use of traditional care and long term residential placements.

Social workers work with the following user groups, all of whom would be impacted by the changes:

- Older adults
- Younger adults with disabilities and sensory impairments
- People with learning disabilities
- People with mental health needs
- Carers of people from the above groups

Although we see these changes as a positive next step in our promotion of personalisation, and an important move towards the expected requirements of the Care Bill, we recognise some risks and some potentially difficult impacts for some people:

- Residents who have been in traditional residential placements for a long period may find a move to a community-based service difficult.
- The success of the changes will depend on their being a suitable range of services available for all user groups. This is particularly challenging for younger adults with disabilities
- Carers may feel that the reduced use of residential placements put increased pressure on them
- People remaining in their own homes supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.

This equality impact assessment considers these impacts on the above user groups and the social care staff who work with these sections of the community. Where necessary actions to mitigate have been identified in Sections 4 and 14.

4. How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Very Elderly frail adults may prefer and feel safer living within a residential placement rather than in the community with support.</p> <p>Elderly people supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.</p>	<p>Each customer will have their case individually reviewed and assessed as to their needs. Changes to support plans will only be made following negotiation and agreement with the service user. Risk assessments will be done to mitigate risks. Those carrying out assessments and support planning will consider social needs and identify other ways in which these needs can be met.</p>

2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers with physical disability, learning disability or mental health problems who have special needs may need additional support to live in the community. Feelings of safety, as described above, and increased isolation may also apply.	As above
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified from these proposals	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers will need assurance that culturally-appropriate community support and care services are available -for example home carers who have an understanding of their cultural background and are able if needed to speak their language if English is not their first language.	Contract monitoring with home care providers will ensure that equalities issues are addressed. The assessment and support planning process, which fully involves the service user, will identify particular needs. Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs. The increased use of Direct Payments will enable people to choose and control their own service arrangements
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above.	As above
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	Each customer will have their case individually assessed and reviewed (as for older people, above)
8. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	As above
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
10. Carers (discriminated)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers may feel that they are under more strain than	We will continue to carry out carers assessments to

by association)		if the cared-for person was using traditional services.	identify the needs of the carer and the impact of the service users support plan on them. Risks assessments will be done as part of the overall assessment of the customer We will explore alternative, community-based options for respite. Carers may receive a Direct Payment, enabling them to choose and control respite support.
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5. What are the number, types and severity of disabilities in play in this case?

This case is relevant to 7,490 service users and 2,179 carers*. These figures can be broken-down as follows:

4,771 Older adults, of which:

3,795 older adults with physical disabilities and sensory impairments

99 older adults with learning disabilities

702 older adults with mental health needs

794 Younger adults with physical disabilities and sensory impairments

752 Younger adults with learning disabilities

1,173 Younger adults with mental health needs

At March 2013 1,088 of these service users were in temporary or permanent residential / nursing care placements.

As at 19/08/2013, **235** service users were recorded as having been provided with **residential / nursing placements lasting 1 year or more**, 161 of these clients suffer from dementia or frailty.**

2,179 Carers (based on the number of carers assessed / reviewed in 12/13) of which:

1,669 care for older adults

248 care for younger adults with physical disabilities and sensory impairments

171 care for younger adults with learning disabilities

86 care for younger adults with mental health needs

(it is not possible to provide a breakdown to show whether these carers are themselves older people or people with disabilities or mental health problems)

* Figures as per 2012/13 EOY statutory returns

** Figures as per bespoke 'infoview' report 19/08/2013

6. What are the actions that could reduce the impact on people with disability?

The council's existing disability policies and procedures aim to promote equality of opportunity and eliminate discrimination on the basis of disability.

Any consideration of changes to support plans will be covered as part of their annual review, and will take all aspects of their needs into account.

We will reduce the impact on people with a disability through:

- Increased choice and control, with tailored brokerage options to enable people to access suitable services to meet their needs;
- Improved information and advice;
- Development work with 3rd sector/community services.
- All staff carrying out assessments and support planning with users and carers will ensure that any potential impact of social isolation is considered as part of the process and will seek to identify ways of ensuring people's needs for social contact are addressed through other means, eg accessing universal services, use of lunch clubs, re-connecting with family and friends, etc
- Carers assessments will be offered to all carers where a user's care package is being changed. Changes to the way respite is offered will be developed with carers as part of their support plan.

7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

Maintaining high quality social work services will be a key part of the development of these proposals. Customer satisfaction is currently monitored through the Complaints and Representations process and surveys, such as the national Annual Adult Social Care Survey and Carers Survey.

8. How does the proposal enhance Barnet's reputation as a good place to work and live?

These proposals are in line with the local and national Personalisation agenda, which aims to promote people's independence, choice and control. They will place the council in a strong position to implement the expected requirements arising from the Care Bill. Although some individuals currently using traditional support and care services may initially feel some concern about change, the new Community Offer will ensure that Adults and Communities is able to provide a sustainable range of support and care services for the most vulnerable Barnet residents.

9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

The proposals all support the personalisation agenda which promotes individual choice and control. Individuals' diverse needs will be supported through Direct Payments and tailored brokerage support.

10. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)

Existing monitoring of customer satisfaction (see 7 above) and of service user and carer outcomes will continue to be monitored on monthly, quarterly and annual bases as at present.

11. How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.

As we seek to support people to live in the community, stronger links will be made within the large and diverse sections of the communities in Barnet.

12. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.

A major Barnet-wide consultation process has been undertaken. Individuals affected by the proposals will be fully involved in any potential change to their own support and care services through their annual review process. Where there is a service provider already involved, they will also be included in discussions.

Overall Assessment

13. Overall impact			
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>	
14. Scale of Impact			
Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
15. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

16. Please give full explanation for how the overall assessment and outcome was decided

This is an EIA of a change in the Social Care offer, which is a move from a Dependency model to an Enabling offer. This offer will enable people to live in the community based on their assessed need.

- Offer of information and advice - signposting to community alternatives
- Reablement offer increased to support independence of residents at home rather than care home admission
- Increased use of telecare as alternative to care calls
- Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home
- Reduce the use of long term residential placements
- Review all existing packages of care - OP/PD focusing on FACS eligibility, reablement, use of telecare, equipment and occupational therapy assessments to reduce dependency on traditional care, such as home care visits

1. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when	UPDATE October 2014
Service users, carers and staff understand the proposed changes and feel supported	Develop communication plan	Written communication was sent to all affected staff to ensure that they understand the proposals and are able to offer full support to service users and carers. We will continue to ensure that staff supports service users and carers through any changes.	Jon Dickinson	January 2014 and then on-going	Briefings to staff were completed during early 2014 to update them on the work of the newly established Community Offer team ¹ . It is also discussed regularly at the Management Team meeting. Services and carers are informed services available through their annual review.
Service users and carers from Partnership Boards and the public to be consulted and engaged with the Community Offer	We have made presentations to each of the Partnership boards Public consultation events have been held. These were	We will continue to ensure that service users, carers, Barnet residents and providers are aware of the changes.	Jon Dickinson	January 2014 and then ongoing	Presentations were completed in early 2014. As part of the Care Act implementation plan, we will be delivering further update on the work plan of the newly established

Equality Objective	Action	Target	Officer responsible	By when	UPDATE October 2014
	open to any residents, carers, service users and providers.				Community Offer Team to Partnership Boards during Spring 2015.

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Member of SMT) – Mathew Kendall
Date:	Date:

ⁱ The Community Offer Team was established in early 2014 which will look to increase the use of enablement and short-term support, improve the Occupational Therapy offer, increase the use of community resources and seek to provide carers with flexible support to care for people in their own homes, thus avoiding costly residential care.

Purpose:

- To assess, monitor and support individuals to live independently in their communities, through creative use of community resources.
- To maximise and utilise improved information and advice, innovative support planning techniques, innovations in technology, and direct payments to maximise independence for customers and carers with eligible care needs.

Equality Impact Analysis (EIA) Resident/Service User EIA 3 (relates to ASC saving R4 Independence of Young people - 0-25 Disability Service)

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Independence of Young People with Disabilities	
Is it a new or revised function, policy, procedure or service? No.	
Department and Section: Family Services	
Date assessment completed: 3 rd December 2015	
2. Names and roles of people completing this assessment:	
Lead officer	Kirk Chamberlain Andrea Clare
Stakeholder groups	Service users directly affected by changes in the provision Service user representative organisations (voluntary partnerships, boards, etc.) Staff Service providers
Representative from internal stakeholders	Andrea Clare
Representative from external stakeholders	Parent carer representatives linked with project group
Delivery Unit Equalities Network rep	TBC
Performance Management rep	TBC
HR rep (for employment related issues)	Graham Lennon
3. Full description of function, policy, procedure or service:	
<p><i>3.1 The overall aim of the new Service is to enhance our offer to children and young people with disabilities and their parents and carers, improving the working together between families and professionals and reducing the uncertainty and anxiety often connected with the transition from childhood to adulthood.</i></p> <p>The service will build on the principles of developing a personalised approach to all types of support to children and families, optimising life choices and chances for the young person: boosting learning, independent living and employment opportunities.</p> <p>3.2 The intention to design an improved model for delivery of services to children and young</p>	

people with disabilities aged 0-25 and their families is required to deliver the commissioning intentions set out in the Council's commissioning plans. It is founded in the desire to improve the experience of young people's support journey from childhood into adulthood and to meet the challenges of:

- 3.1.2 significantly reduced public sector funding
- 3.1.3 reforms to assessment and provision of support for children and young people with special educational needs and disabilities (SEND) with a much stronger focus on integration up to the age of 25, and
- 3.1.4 an imbalance of support for young people with disabilities reaching adulthood and a perceived 'cliff-edge' drop in their care and support, as a result of the difference in eligibility criteria for adults and children's social care.

The new service will seek to improve plan-ability and predict-ability of the child's journey to adulthood, by providing a joined up support approach from social care, education and health that enables children, young people and their families to build a long-term vision and plan for their future.

3.2 Outcomes to be achieved by the 0-25 service:

- 3.2.2 Safeguard children and young people with disabilities, acting to protect those children at risk of harm and those who need to be looked after by the local authority.
- 3.2.3 Support children and young people with SEN and disabilities and their families to meet their social care, health and education needs and enable them to achieve their full potential
- 3.2.4 Enable young adults to live as independently and healthy as possible and engage in purposeful employment and social activity in their local community.
- 3.2.5 Ensure a clear, accountable ownership of relationships in a truly person centred framework with an insistent focus on enablement.

3.3 The 0-25 service needs to deliver the following commissioning outcomes, shared between Children's and Adult's Social Care, Education and Health:

- 3.3.2 The improved service user experience for children and young people (CYP) with disabilities and their parents / carers. In particular the service is set out to support a journey to adulthood that is characterised through a continuous focus on service user outcomes, supporting independence and maximising opportunities for independent living, positive health outcomes and fulfilling education and employment (with support as required)
- 3.3.3 Supporting all relevant reform agendas, transformation requirements and updated legislation and policy (such as delivering the Special Educational Needs and Disabilities (SEND) reform agenda, the implementation of Care Act and Children Act 2014 requirements, etc.)
- 3.3.4 Supporting the local authorities financial sustainability requirements, including the achievement of MTFs savings as set out in the Council's published budgets for 2016-2020 and delivering services within an affordable demand framework (currently in development for all council demand-led services)
- 3.3.5 The introduction and further embedding of a truly person centred approach that is based on service user choice and control, including the introduction and further embedding of personal health, education and social care budgets into business as usual

Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at?

Who is likely to benefit?

Beneficiaries of the new 0-25 service will be children and young people with disabilities aged 0-25 and their families and carers who meet eligibility criteria for statutory service provision as governed by applicable legislation (Children Act 1989, the Children and Families Act 2014 and the Care Act 2015) and previously delivered through the Disabled Children's Team (DCT) for those aged 0-17 and the Learning Disability Service in Adult's and Communities for those aged 18-24.

The 0-25 service will provide social care services to approximately 500 Children and Young People with learning disabilities and their families.

How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?

The new service is designed to produce better, more tailored services that more closely reflect the needs and aspirations of young people with disabilities and their families, including where these arise from needs other than their disability (such as age, gender, etc.). We are doing this by using qualitative and quantitative data about the service user group and involving parents and carers of young people with disabilities in the design and development of the service. We will be consulting children and young people with disabilities about specific proposals as they continue to develop. We fully anticipate that there will be a positive impact on service users. This will be kept under review.

Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.

Information about the 0-25 service will be available on the Barnet website. There will be targeted communication with directly affected children and families through consultation events to inform the final design of the service. We also intend to write directly to all children and families who are allocated to the service.

How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	It is anticipated this will be affected positively as the service is designed to deliver more tailored services and responding to specific needs, including those that arise as a result of children and young peoples' age.	We know from ethnographic research and direct work that families experience the journey of their disabled child from childhood to adulthood as particularly challenging at different times when their child grows older or transitions children's to adult's social care services. The 0-25 service is intended specifically to improve the experience of service users along this journey through childhood and to remove barriers by ensuring consistency of support through this journey.
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Services delivered will be more tailored and targeted to specific disabilities of children and young people thereby improving outcomes.	N/A
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		N/A
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<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 education or training</p>	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p>	<p>Please assess Young, Parent and Adult carer.</p>	

<p>4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</p>
<p>It is anticipated that there will be a positive impact on satisfaction ratings amongst residents, as services are designed to improve outcomes for a group of service users who are amongst the most vulnerable in society and services are being developed in co-production with parents and carers.</p>
<p>5. How does the proposal enhance Barnet's reputation as a good place to work and live?</p>
<p>We are designing new ways of working which are innovative and built on evidence based and outcome focussed practice, supported by dedicated training for the workforce, which enhances the offer for practitioners wishing to work in Barnet.</p> <p>Outcomes for 0-25 service users will improve, building on the principle of enabling all our residents to enjoy and achieve and live locally wherever possible.</p>
<p>6. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</p>

7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)*

It is planned there will be annual service user surveys, as well as regular attendance at relevant service user led forums and partnership boards.

In the initial period following go-LIVE of the new ways of working, it is planned that two evaluations will be conducted with service users and their families in the first full year of operation.

The analysis and outcomes of all evaluations will be shared with the local authority leadership team and through formal reporting.

8. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The 0-25 Disability Service is a targeted offer for those children and young people who are eligible under relevant legislation and their families. This is a statutory service for children and young people with complex, multiple and profound disabilities. Due to the service offer being so distinct we judge the likelihood of resentment from other groups of people to be minimal.

The new ways of working designed to be delivered by the 0-25 Disability Service have high potential to bring people together, for example through the promotion of peer support between parents and carers of children and young people with disabilities.

9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

Formal public consultation is planned to commence in the first half of 2016.

Throughout the current project stage of detailed design of the new service, the project team, together with senior managers from social care, education and health services are meeting fortnightly with a group of parent carer representatives.

These fortnightly meetings are used to review and learn from what works currently and what needs to be improved by the new service. Parents /carer representatives are actively engaged through these meetings in co-designing what the new service will look and feel like; the services on offer and what the experience for children and young people with disabilities and their parents should be like.

The parent carer representatives are working with the project team to design the full consultation and engagement plan for formal consultation with all affected children, young people and parents / carers. Formal consultation is planned for summer / autumn 2016.

13. Please give full explanation for how the overall assessment and outcome was decided.

14. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when

1st Authorised signature (Lead Officer/Project Sponsor)	2nd Authorised Signature (Service lead/Project Manager)
Date:	Date:

Initial Equalities Impact Assessment ; ASC R6: Older Adults Housing Adaptations

EIA question	Data Source	EIA Narrative																															
<p>i) Will the project, service change or new policy have any impact on each of the equalities groups?</p> <p>If no impact is envisaged please state this.</p>	POPPI	<p>Gender</p> <p>There is a gender slant in the number of people aged 65 and over who have a mobility impairment and are therefore likely to require a DFG with roughly 45% being men and 55% women, year on year.</p> <p>An analysis of allocations shows that this bias is reflected in the allocation of DFGs</p>																															
	POPPI	<p>Age</p> <table border="1" data-bbox="1066 536 2000 1177"> <thead> <tr> <th data-bbox="1066 536 1704 576">Mobility - all people</th> <th data-bbox="1704 536 1800 576">2012</th> <th data-bbox="1800 536 1897 576">2014</th> <th data-bbox="1897 536 2000 576">2016</th> </tr> </thead> <tbody> <tr> <td data-bbox="1066 576 1704 616"><input type="button" value="Show by gender"/></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="1066 616 1704 711">People aged 65-69 unable to manage at least one activity on their own</td> <td data-bbox="1704 616 1800 711">1,237</td> <td data-bbox="1800 616 1897 711">1,313</td> <td data-bbox="1897 616 2000 711">1,347</td> </tr> <tr> <td data-bbox="1066 711 1704 807">People aged 70-74 unable to manage at least one activity on their own</td> <td data-bbox="1704 711 1800 807">1,398</td> <td data-bbox="1800 711 1897 807">1,502</td> <td data-bbox="1897 711 2000 807">1,684</td> </tr> <tr> <td data-bbox="1066 807 1704 903">People aged 75-79 unable to manage at least one activity on their own</td> <td data-bbox="1704 807 1800 903">1,563</td> <td data-bbox="1800 807 1897 903">1,584</td> <td data-bbox="1897 807 2000 903">1,584</td> </tr> <tr> <td data-bbox="1066 903 1704 999">People aged 80-84 unable to manage at least one activity on their own</td> <td data-bbox="1704 903 1800 999">1,758</td> <td data-bbox="1800 903 1897 999">1,823</td> <td data-bbox="1897 903 2000 999">1,870</td> </tr> <tr> <td data-bbox="1066 999 1704 1094">People aged 85 and over unable to manage at least one activity on their own</td> <td data-bbox="1704 999 1800 1094">3,560</td> <td data-bbox="1800 999 1897 1094">3,780</td> <td data-bbox="1897 999 2000 1094">4,035</td> </tr> <tr> <td data-bbox="1066 1094 1704 1177">Total population aged 65 and over unable to manage at least one activity on their own</td> <td data-bbox="1704 1094 1800 1177">9,516</td> <td data-bbox="1800 1094 1897 1177">10,002</td> <td data-bbox="1897 1094 2000 1177">10,520</td> </tr> </tbody> </table> <p>The numbers of older people living with a mobility problem increase with age, and the numbers overall with increase with time. However not all people will be able to benefit from an adaptation and it may be that the very old also have other conditions which mean that an adaptation is not the best solution – this needs to be decided on a case by case basis. Allocation to date have include allocations to people aged 90 and above.</p>	Mobility - all people	2012	2014	2016	<input type="button" value="Show by gender"/>				People aged 65-69 unable to manage at least one activity on their own	1,237	1,313	1,347	People aged 70-74 unable to manage at least one activity on their own	1,398	1,502	1,684	People aged 75-79 unable to manage at least one activity on their own	1,563	1,584	1,584	People aged 80-84 unable to manage at least one activity on their own	1,758	1,823	1,870	People aged 85 and over unable to manage at least one activity on their own	3,560	3,780	4,035	Total population aged 65 and over unable to manage at least one activity on their own	9,516	10,002
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Not known

Race / Ethnicity

POPPI/PANSI

Disability
 Housing adaptations will support disabled people with conditions such as stroke or MS which impacts on their mobility to live more independent lives. However, they will also be suitable for people who have a mobility issues because of frailty.
 Approximately twice as many older people will have a stroke when compared to those aged under 65. However the combined numbers are just under 2,000 for Barnet in 2014 and on the rise.
 For adults, the incidence of disability which mean that tasks can only be performed with difficulty or with help, increases with age

Age range	% moderate	% serious
18-24	4.1	0.8
25-34	4.2	0.4
35-44	5.6	1.7
45-54	9.7	2.7
55-64	14.9	5.8

This means that older adults will be more likely to receive an adaptation as a result of a physical disability.

Not known

Gender Reassignment

Not known

Sexual orientation

Not known

Religion or belief

Not known

Pregnancy and maternity (including teenage parents)

Marriage / Civil Partnership

Will the project, service change or new policy have any impact on any <u>other groups</u> not listed above?	No	
Has any adverse impact or potential discrimination been identified for any group/s?	No	
Have any negative impacts been identified which <u>cannot</u> be removed or reduced?	No	
Have residents/service users who will be affected by the proposal been consulted? How have any comments influenced the final proposal?	No – this is planned as part of next steps	
Does the project, service change or new policy appear to favour or have benefits exclusively for one section of the community?	Yes	Disabled people. The service is targeted at disabled people who have a requirement for a housing adaptation to enable them to live their lives to the full.

**Initial Equality Analysis (EIA)
Resident/Service User
EIA 5(relates to ASC savings R7)
Personal Assistants**

1. Details of function, policy, procedure or service:	
Title of what is being assessed:	Personal Assistants
Is it a new or revised function, policy, procedure or service?	Service
Department and Section:	Adults and Communities
Date assessment completed:	04/12/15
2. Names and roles of people completing this assessment:	
Lead officer:	Priya Bhudia
Other groups:	
3. Employee Profile of the Project	
Will the proposal affect employees? <i>If no please explain why. If yes, please seek assistance from HR to complete the employee EIA.</i>	YES/ NO This is a service that will be commissioned by LBB.

How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?																		
<p>1. Age</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p>More than half the adults in ASC are older adults and this service will support them to have choice and control over their care and remain in their own homes for as long as possible.</p> <p>Breakdown of Age – Numbers and Proportion of Total Population</p> <table border="1" data-bbox="616 574 1736 726"> <thead> <tr> <th data-bbox="616 574 1131 646">Age</th> <th colspan="2" data-bbox="1131 574 1444 646">Equalities Data Dashboard 9/9/15</th> <th colspan="2" data-bbox="1444 574 1736 646">Client breakdown SWIFT 14/10/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="616 646 1131 686">65+</td> <td data-bbox="1131 646 1444 686">51,576</td> <td data-bbox="1444 646 1579 686">14%</td> <td data-bbox="1444 646 1579 686">3039</td> <td data-bbox="1579 646 1736 686">60.48%</td> </tr> <tr> <td data-bbox="616 686 1131 726">Under 65</td> <td data-bbox="1131 686 1444 726">315,690</td> <td data-bbox="1444 686 1579 726">86%</td> <td data-bbox="1444 686 1579 726">1986</td> <td data-bbox="1579 686 1736 726">39.52%</td> </tr> </tbody> </table>	Age	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15		65+	51,576	14%	3039	60.48%	Under 65	315,690	86%	1986	39.52%	<p>Ensure all clients are well informed at the beginning and continue to support them throughout the process.</p>			
Age	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15																		
65+	51,576	14%	3039	60.48%																	
Under 65	315,690	86%	1986	39.52%																	
<p>2. Disability</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>There is no foreseen impact of this service to clients considered to have a disability. The proportion of Barnet’s population who are using one or more service targeted for people with disabilities shows a significant proportion of the population but this service is not anticipated to impact clients based on this characteristic.</p> <p>Barnet population predicted to have a disability – Numbers and Proportion of Total Population</p> <table border="1" data-bbox="616 1037 1736 1220"> <thead> <tr> <th data-bbox="616 1037 1131 1077">Category</th> <th colspan="2" data-bbox="1131 1037 1736 1077">Barnet Members Dashboard 11/11/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="616 1077 1131 1117">Physical Health</td> <td data-bbox="1131 1077 1444 1117">81,652</td> <td data-bbox="1444 1077 1736 1117">46.48%</td> </tr> <tr> <td data-bbox="616 1117 1131 1157">Mental Health</td> <td data-bbox="1131 1117 1444 1157">62,032</td> <td data-bbox="1444 1117 1736 1157">35.31%</td> </tr> <tr> <td data-bbox="616 1157 1131 1197">Substance Misuse</td> <td data-bbox="1131 1157 1444 1197">22,092</td> <td data-bbox="1444 1157 1736 1197">12.58%</td> </tr> <tr> <td data-bbox="616 1197 1131 1220">Learning Disability</td> <td data-bbox="1131 1197 1444 1220">9,894</td> <td data-bbox="1444 1197 1736 1220">5.63%</td> </tr> </tbody> </table> <p>Barnet population who are using one or more services targeted for people with disabilities in 2014. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="616 1412 1736 1452"> <thead> <tr> <th data-bbox="616 1412 1131 1452">Category</th> <th colspan="2" data-bbox="1131 1412 1736 1452">Barnet Members Dashboard 11/11/15</th> </tr> </thead> </table>	Category	Barnet Members Dashboard 11/11/15		Physical Health	81,652	46.48%	Mental Health	62,032	35.31%	Substance Misuse	22,092	12.58%	Learning Disability	9,894	5.63%	Category	Barnet Members Dashboard 11/11/15		
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Physical Health	4,564	61.34%
Mental Health	1,802	24.22%
Learning Disability	870	11.69%
Other Vulnerable People	171	2.30%
Substance Misuse	33	0.44%

3. Gender reassignment

Yes
No

No foreseen impact on any client based on their gender reassignment status.

4. Pregnancy and maternity

Yes
No

No foreseen impact on any client based on their pregnancy or maternity status.

5. Race / Ethnicity

Yes
No

No foreseen impact. It is not anticipated that this service will disadvantage any particular client based on their ethnicity or race.

Ethnic Group - Numbers and Proportion of Total Population

Ethnicity	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15	
	Count	Proportion	Count	Proportion
White British	2,622	52.18%	2,622	52.18%
White Other	766	15.24%	766	15.24%
Asian/Asian British Indian	377	7.50%	377	7.50%
Any Other Ethnic Group	283	5.63%	283	5.63%
Black/Black British African	184	3.66%	184	3.66%
White Irish	151	3.00%	151	3.00%
Asian/Asian British Other	134	2.67%	134	2.67%
Black/Black British Caribbean	124	2.47%	124	2.47%
Black/Black British Other	74	1.47%	74	1.47%
Refused	64	1.27%	64	1.27%
Not Recorded	58	1.15%	58	1.15%
Asian/Asian British Pakistani	57	1.13%	57	1.13%
Mixed Other	32	0.64%	32	0.64%
Chinese	27	0.54%	27	0.54%
Asian/Asian British Bangladeshi	20	0.40%	20	0.40%
Mixed White & Asian	16	0.32%	16	0.32%
Mixed White & Black Caribbean	12	0.24%	12	0.24%
Mixed White & Black African	11	0.22%	11	0.22%
Not Stated	8	0.16%	8	0.16%
Arab	5	0.10%	5	0.10%

6. Religion or belief

Yes
 No

There is a diverse mix of religion and/ or belief in Barnet. This service is not likely to impact clients based on this characteristic.

Residential breakdown of religion – Numbers and Proportion of Total Population.

Area	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15	
Christian	146,866	41.21%	948	18.87%
No religion	57,297	16.08%	558	11.10%
Jewish	54,084	15.18%	908	18.07%
Muslim	36,744	10.31%	307	6.11%
Religion not stated	29,917	8.39%	541	10.77%
Hindu	21,924	6.15%	283	5.63%
Buddhist	4,521	1.27%	28	0.56%
Other religion	3,764	1.06%	5	0.10%
Sikh	1,269	0.36%	16	0.32%
Church Of England			562	11.18%
Roman Catholic			439	8.74%
Information Refused			148	2.95%
Greek Orthodox			104	2.07%
Methodist			30	0.60%
Atheist			19	0.38%
Jain			19	0.38%
Jehovah Witness			18	0.36%
Agnostic			16	0.32%
Catholic Apostolic Church			14	0.28%
Ismaili Muslim			14	0.28%
Baptist			7	0.14%
Orthodox Church			6	0.12%
Pentecostal			6	0.12%
Anglican			5	0.10%
Adventist			4	0.08%
Church Of Ireland			3	0.06%
Zowastrian			3	0.06%
Humanist			2	0.04%
Pagan			2	0.04%
Quaker			2	0.04%
Rastafarian			2	0.04%

African Methodist	1	0.02%
Ancestor Worship	1	0.02%
Arian Catholic	1	0.02%
Kabbalah	1	0.02%
Scientologist	1	0.02%
Spiritualist	1	0.02%

7. Gender / sex

Yes
No

No foreseen impact to clients based on their gender or sex.

Residential breakdown of Gender – Numbers and Proportion of Total Population.

Gender	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15	
Female	187,685	51.10%	3,030	60.30%
Male	179,580	48.90%	1,986	39.52%
Unknown			9	0.18%

8. Sexual orientation

Yes
No

No foreseen impact to clients based on their sexual orientation.

See 9. Same sex civil partnerships give an indicator of homosexual relationships.

9. Marital Status

Yes
No

No foreseen impact to clients based on their marital status.

Residential marital status breakdown – Numbers and Proportion of Total Population.

Area	Equalities Data Dashboard 9/9/15	
Single (never married or never registered a same-sex civil partnership)	36,679	26.99%
Married	64,204	47.24%
In a registered same-sex civil partnership	300	0.22%
Separated (but still legally married or still legally in a same-sex civil partnership)	6,216	4.57%
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,859	11.67%
Widowed or surviving partner from a same-sex civil partnership	12,658	9.31%

10. Other key groups?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	See below	
<i>Carers</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	This service may have a positive impact on young carers as it offers an alternative for cared for adults.	
<i>People with mental health issues</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to clients with mental health issues.	
<i>Some families and lone parents</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to clients with families or lone parents	
<i>People with a low income</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to clients on low incomes	
<i>Unemployed people</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to unemployed clients	
<i>Young people not in employment education or training</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to young clients not in education or training	

5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes

Data about service uptake will be collected when the service commences. This will allow analysis of impact as the service is reviewed.

6. Initial Assessment of Overall Impact

Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>
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7. Scale of Impact

Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	
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8. Outcome

No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>
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9. Please give a full explanation for how the initial assessment and outcome was decided.

The evidence gathered from service design and commissioning was pulled together to inform the assessment and eventual outcome.

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**Initial Equality Analysis (EIA)
Resident/Service User
EIA 6 (relates to ASC saving R8)
Support for Working Age Adults**

1. Details of function, policy, procedure or service:	
Title of what is being assessed:	Working age adults
Is it a new or revised function, policy, procedure or service?	Function
Department and Section:	Adults and Communities
Date assessment completed:	04/12/15
2. Names and roles of people completing this assessment:	
Lead officer:	Priya Bhudia
Other groups:	
3. Employee Profile of the Project	
<p>Will the proposal affect employees? <i>If no please explain why. If yes, please seek assistance from HR to complete the employee EIA.</i></p>	<p>YES/ NO This proposal concerns ongoing work to review the support provided to working age adults to ensure it is person centred and enables as much independence as possible.</p>

How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?																																	
1. Age	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	This work is focused on adults of working age receiving social care support. Other projects / work is focused on older adults.																																		
2. Disability	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>The proportion of Barnet's population who are using one or more service targeted for people with disabilities shows a significant proportion of the population but this function is anticipated to impact clients positively by focusing on improved independence. For example, it will develop a pathway into employment that would have been limited or restricted otherwise.</p> <p>Barnet population predicted to have a disability – Numbers and Proportion of Total Population</p> <table border="1" data-bbox="622 852 1736 1038"> <thead> <tr> <th>Category</th> <th colspan="2">Barnet Members Dashboard 11/11/15</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>81,652</td> <td>46.48%</td> </tr> <tr> <td>Mental Health</td> <td>62,032</td> <td>35.31%</td> </tr> <tr> <td>Substance Misuse</td> <td>22,092</td> <td>12.58%</td> </tr> <tr> <td>Learning Disability</td> <td>9,894</td> <td>5.63%</td> </tr> </tbody> </table> <p>Barnet population who are using one or more services targeted for people with disabilities in 2014. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="622 1225 1736 1444"> <thead> <tr> <th>Category</th> <th colspan="2">Barnet Members Dashboard 11/11/15</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>4,564</td> <td>61.34%</td> </tr> <tr> <td>Mental Health</td> <td>1,802</td> <td>24.22%</td> </tr> <tr> <td>Learning Disability</td> <td>870</td> <td>11.69%</td> </tr> <tr> <td>Other Vulnerable People</td> <td>171</td> <td>2.30%</td> </tr> <tr> <td>Substance Misuse</td> <td>33</td> <td>0.44%</td> </tr> </tbody> </table>	Category	Barnet Members Dashboard 11/11/15		Physical Health	81,652	46.48%	Mental Health	62,032	35.31%	Substance Misuse	22,092	12.58%	Learning Disability	9,894	5.63%	Category	Barnet Members Dashboard 11/11/15		Physical Health	4,564	61.34%	Mental Health	1,802	24.22%	Learning Disability	870	11.69%	Other Vulnerable People	171	2.30%	Substance Misuse	33	0.44%	
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6. Religion or belief	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>There is a diverse mix of religion and/ or belief in Barnet. This service is not likely to impact clients based on this characteristic.</p> <p>Residential breakdown of religion – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="618 1433 1738 1481"> <thead> <tr> <th data-bbox="618 1433 1099 1481">Area</th> <th data-bbox="1099 1433 1424 1481">Equalities Data</th> <th data-bbox="1424 1433 1738 1481">Client breakdown</th> </tr> </thead> </table>	Area	Equalities Data	Client breakdown																																																																																																							
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	Dashboard 9/9/15		SWIFT 14/10/15	
Christian	146,866	41.21%	948	18.87%
No religion	57,297	16.08%	558	11.10%
Jewish	54,084	15.18%	908	18.07%
Muslim	36,744	10.31%	307	6.11%
Religion not stated	29,917	8.39%	541	10.77%
Hindu	21,924	6.15%	283	5.63%
Buddhist	4,521	1.27%	28	0.56%
Other religion	3,764	1.06%	5	0.10%
Sikh	1,269	0.36%	16	0.32%
Church Of England			562	11.18%
Roman Catholic			439	8.74%
Information Refused			148	2.95%
Greek Orthodox			104	2.07%
Methodist			30	0.60%
Atheist			19	0.38%
Jain			19	0.38%
Jehovah Witness			18	0.36%
Agnostic			16	0.32%
Catholic Apostolic Church			14	0.28%
Ismaili Muslim			14	0.28%
Baptist			7	0.14%
Orthodox Church			6	0.12%
Pentecostal			6	0.12%
Anglican			5	0.10%
Adventist			4	0.08%
Church Of Ireland			3	0.06%
Zowastrian			3	0.06%
Humanist			2	0.04%
Pagan			2	0.04%
Quaker			2	0.04%
Rastafarian			2	0.04%
African Methodist			1	0.02%
Ancestor Worship			1	0.02%
Arian Catholic			1	0.02%
Kabbalah			1	0.02%
Scientologist			1	0.02%
Spiritualist			1	0.02%

<p>7. Gender / sex</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No foreseen impact to clients based on their gender or sex.</p> <p>Residential breakdown of Gender – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="622 256 1738 440"> <thead> <tr> <th data-bbox="629 261 1137 331">Gender</th> <th colspan="2" data-bbox="1137 261 1435 331">Equalities Data Dashboard 9/9/15</th> <th colspan="2" data-bbox="1435 261 1731 331">Client breakdown SWIFT 14/10/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="629 331 1137 368">Female</td> <td data-bbox="1137 331 1272 368">187,685</td> <td data-bbox="1272 331 1435 368">51.10%</td> <td data-bbox="1435 331 1570 368">3,030</td> <td data-bbox="1570 331 1731 368">60.30%</td> </tr> <tr> <td data-bbox="629 368 1137 405">Male</td> <td data-bbox="1137 368 1272 405">179,580</td> <td data-bbox="1272 368 1435 405">48.90%</td> <td data-bbox="1435 368 1570 405">1,986</td> <td data-bbox="1570 368 1731 405">39.52%</td> </tr> <tr> <td data-bbox="629 405 1137 440">Unknown</td> <td data-bbox="1137 405 1272 440"></td> <td data-bbox="1272 405 1435 440"></td> <td data-bbox="1435 405 1570 440">9</td> <td data-bbox="1570 405 1731 440">0.18%</td> </tr> </tbody> </table>	Gender	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15		Female	187,685	51.10%	3,030	60.30%	Male	179,580	48.90%	1,986	39.52%	Unknown			9	0.18%		
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<p>8. Sexual orientation</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No foreseen impact to clients based on their sexual orientation.</p> <p>See 9. Same sex civil partnerships give an indicator of homosexual relationships.</p>																						
<p>9. Marital Status</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No foreseen impact to clients based on their marital status.</p> <p>Residential marital status breakdown – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="622 772 1738 1198"> <thead> <tr> <th data-bbox="629 777 1435 847">Area</th> <th colspan="2" data-bbox="1435 777 1731 847">Equalities Data Dashboard 9/9/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="629 847 1435 917">Single (never married or never registered a same-sex civil partnership)</td> <td data-bbox="1435 847 1570 917">36,679</td> <td data-bbox="1570 847 1731 917">26.99%</td> </tr> <tr> <td data-bbox="629 917 1435 954">Married</td> <td data-bbox="1435 917 1570 954">64,204</td> <td data-bbox="1570 917 1731 954">47.24%</td> </tr> <tr> <td data-bbox="629 954 1435 991">In a registered same-sex civil partnership</td> <td data-bbox="1435 954 1570 991">300</td> <td data-bbox="1570 954 1731 991">0.22%</td> </tr> <tr> <td data-bbox="629 991 1435 1061">Separated (but still legally married or still legally in a same-sex civil partnership)</td> <td data-bbox="1435 991 1570 1061">6,216</td> <td data-bbox="1570 991 1731 1061">4.57%</td> </tr> <tr> <td data-bbox="629 1061 1435 1131">Divorced or formerly in a same-sex civil partnership which is now legally dissolved</td> <td data-bbox="1435 1061 1570 1131">15,859</td> <td data-bbox="1570 1061 1731 1131">11.67%</td> </tr> <tr> <td data-bbox="629 1131 1435 1198">Widowed or surviving partner from a same-sex civil partnership</td> <td data-bbox="1435 1131 1570 1198">12,658</td> <td data-bbox="1570 1131 1731 1198">9.31%</td> </tr> </tbody> </table>	Area	Equalities Data Dashboard 9/9/15		Single (never married or never registered a same-sex civil partnership)	36,679	26.99%	Married	64,204	47.24%	In a registered same-sex civil partnership	300	0.22%	Separated (but still legally married or still legally in a same-sex civil partnership)	6,216	4.57%	Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,859	11.67%	Widowed or surviving partner from a same-sex civil partnership	12,658	9.31%	
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<p>10. Other key groups?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p><i>Carers</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p><i>People with mental</i></p> <p>Yes <input type="checkbox"/></p>	<p>See below</p> <p>No foreseen impact to clients who are young or adult carers</p> <p>No foreseen impact to clients with mental health issues.</p>																						

<i>health issues</i>	No	<input checked="" type="checkbox"/>	
<i>Some families and lone parents</i>	Yes	<input type="checkbox"/>	No foreseen impact to clients with families or lone parents
	No	<input checked="" type="checkbox"/>	
<i>People with a low income</i>	Yes	<input type="checkbox"/>	No foreseen impact to clients on low incomes
	No	<input checked="" type="checkbox"/>	
<i>Unemployed people</i>	Yes	<input type="checkbox"/>	No foreseen impact to unemployed clients
	No	<input checked="" type="checkbox"/>	
<i>Young people not in employment education or training</i>	Yes	<input type="checkbox"/>	No foreseen impact to young clients not in education or training
	No	<input checked="" type="checkbox"/>	

5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes

Data about the following is already collected and monitored on a regular basis:

-
- Employment rates
- Stable accommodation rates
- Types of service provided
- Satisfaction rates
- Assessment and review volumes

If there is any unexpected change in these metrics, it will be investigated.

6. Initial Assessment of Overall Impact

Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>
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7. Scale of Impact

Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	
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8. Outcome

No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>
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9. Please give a full explanation for how the initial assessment and outcome was decided. .

The different strands of work being undertaken have been considered carefully to inform this analysis.

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**Adults and Communities
Equalities Impact Assessment
EIA 7 (relates to ASC saving R10)
Removal of subsidy from Home Meals**

1. Details of function, policy, procedure or service:	
<i>Title of what is being assessed:</i> Proposal to de-commission home meals service in Barnet	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised	
<i>Department and Section:</i> Joint Commissioning Unit, Commissioning Group	
<i>Date assessment completed:</i> October 2015	
2. Names and roles of officers completing this assessment:	
Lead officer	Amisha Lall / Rodney D’Costa
Stakeholder groups	
Representative from internal stakeholders	
Representative from external stakeholders	
AC Equalities Network rep	
Performance Management rep	
HR rep (for employment related issues)	

3. Full description of function, policy, procedure or service:

SUMMARY

There are 157 people receiving a home meals service of which:

- 57% are older people aged 85 and over and this group will be negatively impacted.
- 50% (79 people out of 157 people) are classified as people with 'physical disability – frailty' and this group are likely to be negatively impacted.
- In relation to Ethnicity 79% of 157 service users are white (including white British and Irish). There are few service users (13%) of BME backgrounds. However any changes or withdrawal of service will have an impact on customers from minority ethnic backgrounds.
- Jewish people who receive the home meals service are over represented compared to Barnet's overall Jewish population which accounts for 18% of the population. Therefore there will be a negative impact on this group.
- 68% of service users are female; while the majority of recipients are female, there will be no disproportionate on them. People will not be affected any differently from other groups by virtue of their gender / sex.
- Carers of those receiving the service will be impacted by the proposed change. It may result in an increase in their responsibility for their cared for.
- A public consultation was held between August 2015 and September 2015 and also service users (153 out of 157) have had face to face reviews to ascertain their level of need and identify if there are alternative options for home meals available for service users, if the proposal to not have the service is agreed. Details of the findings can be found in part 16 of this report.
- The public consultation and feedback from the reviews suggest that people are not in favour of the proposal. Furthermore the EIA has demonstrated that if the proposal to not have a home meals service in the future is agreed, it will have a negative impact for some, mitigated by support from the Council to help customers find suitable alternatives. Where there is an assessed need the Council will continue to fulfil its duty under the Care Act 2014.

Background

Home meals (sometimes also referred to as “meals-on-wheels”) are provided to eligible service users by Sodexo on behalf of Adults and Communities Delivery Unit. The current contract with Sodexo commenced 1 April 2011 and, following a one-year extension, expires 31 March 2016. This presents the Council with an opportunity to review its current service provision in the context of promoting choice, independence and value for money.

The current home meals provision comprises a home-delivered hot meal to service users across the borough, 7-days a week between 12pm and 2pm. An estimated 50,000 meals are delivered annually (based on 2014-15 data). The range of meals includes standard / vegetarian option, Asian vegetarian / halal, kosher and gluten-free.

The contract also includes a monitoring service i.e. in the event that the service user does not respond to a door call and the delivery driver is unable to contact the individual or their family (depending on what details they have on record), the driver contacts the Council to inform them of a ‘no response’. This triggers the next process for the Council to investigate.

There are 157* people currently in receipt of home meals. The approximate contract spend in 2014/15 was £465,077 gross and £274,466 net (of client contributions) not including overhead costs relating to invoicing and other accounts receivable tasks. The Council charges service users a flat rate £4.15 per meal on a monthly basis. It is important to note that there has been a long term decrease amongst Barnet service users for the current meals service (this is mirrored in other local authorities generally). This is due to a number of reasons e.g. quality of meals (suggested by anecdotal information) and the availability of other more appropriate services.

**As at August 2015 there were 215 people identified as receiving the home meals service. The reduction from 215 people to the current 157 people is due to a recent reconciliation of service users care package details resulting in the records held on the Swift client database being refreshed.*

Although the Council has provided a home meals service over the years, local authorities do not have a statutory duty to provide meals. Councils do have a statutory duty to meet assessed eligible needs and have a duty to safeguard vulnerable adults. This is particularly important at this time where the Council is faced with making substantial savings whilst continuing to fulfil its duty to meet the needs of its residents

Needs analysis

Prior to any recommendations being made about the future of the home meals service the Council undertook a needs analysis of those receiving the home meals service.

The analysis identified that there has been a 52% reduction in service users in receipt of Home Meals, from 326 at the end of 2010/11 to 157 service users in October this year. In addition, we have seen a 15% reduction in the number of meals delivered from 56,802 meals being delivered in 2013-2014 to approximately 48,267 meals being delivered in 2014-2015.

Research also suggested that other local authorities are increasingly moving towards providing alternative and innovative solutions to providing people with access to home meals other than the traditional Home Meals Service. , including signposting residents and providing information and advice.

Options considered

As part of this review, Barnet Council has considered a number of options including:

- Option 1 – Continue the service as is and run an OJEU tender to appoint a supplier for community meals
- Option 2 – Stop new enrolments in the service, identify a list of suppliers and publish their details on the Council's website to sign post new residents.
- Option 3 – Home and Community and Enablement care workers to enable individuals to prepare meals.
- Option 4 – Catering team (run by Children's Services on a trading account basis) to prepare the meals and deliver directly or via the transport team.
- Option 5 – Voluntary and community groups prepare and deliver the meals

After careful consideration Barnet Council decided that none of the options above are feasible due to a number of reasons including financial pressures the Council is faced within this time of austerity. We also identified that the traditional home meals service is a less popular choice for people at a time where a wide range of alternative options are available in the community.

Our proposal

We are proposing to no longer provide a home meals delivery service in Barnet. If agreed by Adults and Safeguarding Committee, we would support customers to identify and arrange for alternative options within the community, for example lunch clubs or other catering companies. Our social care team will work with individuals to find innovative and creative solutions to meeting their nutritional needs. This is because increasing numbers of our customers are already choosing alternatives and we want to empower people to make choices that suit them, to stay independent and make the most of appropriate services available in the community.

In exceptional circumstances, Barnet Council will consider support for meals, for example, where service users do not have the means to source or cook a meal.

Alternative options for meals available in the community

There are a range of alternative options available in the community for people to purchase their meals. Should the proposal be agreed, in the future the Council will sign post people to a range of alternative options.

For current service users this means:

- providing information about local cafes and meals services that will provide meal delivery services
- providing information about lunch clubs that individuals could access.
- providing information about companies that will deliver hot or frozen ready meals.
- a full review of individual needs by a social worker.

What will happen if the proposal is agreed?

If the proposal to no longer provide a home meals service in Barnet is agreed by the Adults and Safeguarding Committee in November 2015:

- The Council will not procure a home meals service in the future and there will be no subsidy given to service users for purchasing their own meals
- The current contract with Sodexo will come to a natural end on 31/03/16 and the appropriate exit strategy protocols will be followed
- Service users will be signposted to alternative options in the community, where appropriate

- In exceptional circumstances, Barnet Council will consider support for meals, for example, where service users do not have the means to source or cook a meal. The Council will be able to spot purchase from other companies.

Key activities completed:

- 153 service users (out of 157) have had a face to face review between August 2015 and October 2015 to ascertain their level of need and identify other options that may be suitable for them, if the meals service is not provided by LBB.
- Public consultation launched on 3 August 2015 and ended on 30 September 2015
- New referrals to the service have been put on hold since the launch of the consultation; although referrals have been and will continue to be considered under exceptional circumstances for the remaining duration of contract. Whilst there is a hold, all current service users continue to receive their meals service.

Next steps:

- Report to the Adults and Safeguarding Committee in November to make a decision

4. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?																		
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Negative impact</p> <p>The majority of the current meals service users are older people aged 65 plus. A breakdown of service users by age is as follows:</p> <p>Table 1: Age range of meals service users</p> <table border="1" data-bbox="644 846 1023 1682"> <thead> <tr> <th>Age</th> <th>No. of people (out of 157)</th> <th>% of people</th> </tr> </thead> <tbody> <tr> <td>Over age 85</td> <td>90</td> <td>57%</td> </tr> <tr> <td>75 - 84 years old</td> <td>43</td> <td>28%</td> </tr> <tr> <td>65 – 74 years old</td> <td>11</td> <td>7%</td> </tr> <tr> <td>21 to 64 years old</td> <td>13</td> <td>8%</td> </tr> <tr> <td>Total</td> <td>157</td> <td>100%</td> </tr> </tbody> </table> <p>A decision to cease the meals service may also have an adverse impact on carers. .</p>	Age	No. of people (out of 157)	% of people	Over age 85	90	57%	75 - 84 years old	43	28%	65 – 74 years old	11	7%	21 to 64 years old	13	8%	Total	157	100%	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee’s decision.</p>
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Total	157	100%																			

<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Negative impact</p> <p>The majority of the current meals service users are older people and people with various health conditions and frailty:</p> <ul style="list-style-type: none"> - 50% (79 people out of 157 people) are classified as people with 'physical disability – frailty' - 18% (28 people out of 157) are classified as people with mental health - 17% (26 people out of 157) are classified as people with physical support – personal care. <p>A decision to cease the meals service will have an impact on older adults with frailty and it may also have an adverse impact on carers</p>	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee's decision.</p> <p>Individuals will be given information on choice of providers in formats they can understand.</p>
<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>No impact</p> <p>This client group will not be affected any differently from other groups by virtue of their gender re-assignment</p>	<p>N/A</p>
<p>4. Pregnancy and maternity</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>No impact</p> <p>This client group will not be affected any differently from other groups</p>	<p>N/A</p>

<p>5. Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Negative impact</p> <p>The information about current service users of the home meals service suggests that there are very few users from minority ethnic backgrounds. Mostly the white population are affected. However any changes or withdrawal of service will have an impact on customers from minority ethnic backgrounds</p> <p>A breakdown of people as per their ethnicity is as follows:</p> <p>Table 2: Ethnic groups of meals service users</p> <table border="1" data-bbox="646 795 1077 1787"> <thead> <tr> <th>Ethnic group</th> <th>No. of people (out of 157)</th> <th>% of people</th> </tr> </thead> <tbody> <tr> <td>White (including White: British, Irish and other):</td> <td>123</td> <td>79%</td> </tr> <tr> <td>Asian (including British Asian:, Bangladeshi, Indian and other)</td> <td>14</td> <td>9%</td> </tr> <tr> <td>Black (including Black British: African, Caribbean and other):</td> <td>7</td> <td>4%</td> </tr> <tr> <td>Other ethnic group</td> <td>5</td> <td>3%</td> </tr> <tr> <td>Mixed other</td> <td>1</td> <td>1%</td> </tr> <tr> <td>No stated / recommended / refused</td> <td>7</td> <td>4%</td> </tr> <tr> <td>Total</td> <td>157</td> <td>100%</td> </tr> </tbody> </table>	Ethnic group	No. of people (out of 157)	% of people	White (including White: British, Irish and other):	123	79%	Asian (including British Asian:, Bangladeshi, Indian and other)	14	9%	Black (including Black British: African, Caribbean and other):	7	4%	Other ethnic group	5	3%	Mixed other	1	1%	No stated / recommended / refused	7	4%	Total	157	100%	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need and issues relating to their ethnicity have been identified with the service user.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee).</p> <p>The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee's decision.</p>
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		<p>Table 3: Breakdown of service users and categories of meals</p> <table border="1"> <thead> <tr> <th>Type</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Standard hot</td> <td>64 %</td> </tr> <tr> <td>Kosher</td> <td>29%</td> </tr> <tr> <td>Asian Veg</td> <td>3%</td> </tr> <tr> <td>Asian Halal</td> <td>2%</td> </tr> <tr> <td>Veg</td> <td>1.1%</td> </tr> <tr> <td>Afro Caribbean</td> <td>0.5%</td> </tr> <tr> <td>Gluten</td> <td>0.5%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </tbody> </table>	Type	%	Standard hot	64 %	Kosher	29%	Asian Veg	3%	Asian Halal	2%	Veg	1.1%	Afro Caribbean	0.5%	Gluten	0.5%	Total	100%	
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<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Negative impact</p> <p>People who are receiving culturally specific meals because of their religion or belief will be negatively impacted by the proposal.</p> <p>It has been identified that there will be a significant impact on the Jewish population. Table 3 above has identified that Jewish people who receive the home meals service are over represented compared to Barnet's overall Jewish population which accounts for 15% of the population and 18% of adult social care service users. Therefore there will be a negative impact on this group.</p>	<p>The Council will ensure that the information they provide on providers of meals includes those providers who offer cultural specific meals and providers that can meet the dietary requirements of different community groups and other specialist meals such as vegetarian</p>																		
<p>7. Gender / sex</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>No impact</p> <p>68% of service users receiving the home meals service are female.</p> <p>Table 4: Breakdown of gender of meals service users</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>No. of people</th> <th>% of people</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Gender	No. of people	% of people				<p>N/A</p>												
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	(out of 157)														
Female	68%	104													
Male	31%	48													
No response	1%	1													
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. Carers (discriminated by association)</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Negative impact</p> <p>Carers of those receiving the service will be impacted by the proposed change. It may result in an increase in their responsibility for their cared for.</p>	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>The outcome of the reviews has been captured through a questionnaire, details of which are available in the Consultation Report</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee's decision.</p> <p>Identified carers will be supported through a carer's assessment. They will be signposted to carers support services as appropriate.</p>
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5. What are the number, types and severity of disabilities in play in this case?

As at October 2015 there were 157 service users receiving the home meals service, of which:

- 50% (79 people out of 157 people) are classified as people with 'physical disability – frailty'
- 18% (28 people out of 157) are classified as people with mental health
- 17% (26 people out of 157) are classified as people with physical support – personal care

The people that are most likely to be impacted by the proposal are frail and elderly people.

6. What are the actions that could reduce the impact on people with disability?

- 153 service users (out of 157) have had a face to face review to ascertain their level of need and identify other options that may be suitable for them, if the meals service is not provided by LBB; any issues relating to their disability has been identified with the service user and their nominated representative (where appropriate)
- Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.
- The Council will closely support service users with their transition to other services (if appropriate).
- The outcomes of the reviews have been captured through a questionnaire, details of which are available in the Consultation Report.
- A clear and transparent communications plan will be put in place to support this work pending Committee's decision.
- Identified carers will be supported through a carer's assessment. They will be signposted to carers support services as appropriate

7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

Satisfaction levels of service users of the current home meals service and their carers may be adversely impacted by the proposal.

Overall feedback through the consultation has not been in favour of the Council's proposal to not have a home meals service in the future, the analysis shows reasons for a recommendation to be made to the Adults and Safeguarding Committee in November, to not provide a home meals service in the future, and instead, signpost people to alternative options available in the community.

Refer to part 16 of this EIA for further details.

8. How does the proposal enhance Barnet's reputation as a good place to work and live?

There could be some external negativity about disinvestment in a home meals service.

It is envisaged that there will be no adverse impact on Barnet's reputation as a good place to work.

There is a small risk that Barnet may be seen as not a good place to live however it is likely this views will be from current meals recipients and potentially their carers, representing a small number in comparison to Barnet's overall population.

Achieving efficiencies in the service may enhance the Councils reputation.

9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

Achieving efficiencies in the service should enhance the Councils reputation and confidence in the Council.

All current service users have had a face to face review to ascertain current level of need and what is needed if the meals service is not provided by LBB; issues relating to service users' ethnicity will be identified with the service user and their nominated next of kin / carer if appropriate.

The Council will closely support service users with their transition to other services (if appropriate).

10. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)

Through:

- Face to face reviews with current service users and a questionnaire which reviewers have completed; the questionnaire captured information on the individual, their circumstance and the impact of the proposal on them and their carer (where appropriate)
- Public consultation 3rd Aug – 30th Sept. The online survey money asked questions about equalities and diversity (although there was a very limited response to these questions)
- If a decision is made to dis-invest, following closure of the service there will be no on-going monitoring, though the current customers will still have access to adults social services for any on-going needs

11. How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.

Table 4 below shows the ethnic origin of the home meals service users, compared to the ethnicity of all adult social care service users

The data demonstrates that overall the needs of the diverse population are not being met; this could be for a number of reasons, for example:

- the current service does not meet the needs of BME communities
- that BME communities are accessing meals to meet their meal needs in other ways e.g. community groups, cultural specific catering companies, support from friends / family. The proportion of people from BME backgrounds receiving the home meals service accounts for 13% of 157 people, compared to Barnet's overall BME population which is 38.7% of the total population and approximately 20% of the total service users accessing adult social care.

Table 4: Breakdown of meals service users by ethnicity compared to adult social care service users

Ethnic origin	Current home meals service users		Adult social care service users (as at 9 October 2015)	
	Number of people receiving the home meals service	% of people receiving the home meals service	Number of people	% of people
Any Other Ethnic Group	5	3%	283	6%
Arab	n/a	n/a	5	0.1%
Asian/Asian British Bangladeshi	n/a	n/a	20	0.4%
Asian/Asian British Indian	11	7%	377	8%
Asian/Asian British Other	3	2%	134	3%
Asian / Asian British Pakistani	n/a	n/a	57	1%
Black/Black British African	3	2%	184	4%
Black/Black British Caribbean	3	2%	124	2.5%
Black/Black British Other	1	0.5%	74	1%
Chinese	n/a	n/a	27	0.5%
Mixed Other	1	0.5%	32	0.7%
Mixed White & Asian	n/a	n/a	16	0.3%
Mixed White and Black African	n/a	n/a	11	0.2%
Mixed White and Black Caribbean	n/a	n/a	12	0.2%
White British	110	71%	2622	52%
White Irish	2	1%	151	3%
White Other	11	7%	766	15%
Not Recorded	3	2%	58	1%
Not Stated	2	1%	8	0.1%
Refused	2	1%	64	1%
Total	157	100%	5025	100%

It is not likely that the proposal would lead to resentment between different groups of people. Information around alternative options will be publically available through the Council's website; this will include a list of companies that provide ethnic/cultural specific meals.

12. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

Stakeholders from the Commissioning Group and Adults and Communities Delivery Unit have been involved in developing the proposal.

The consultation commenced on 3 August 2015 and closed on 30 September 2015. The findings from the consultation are set out in the Consultation Report. The feedback from the consultation will be considered in the Committee report for the Adults and Safeguarding Committee meeting in November.

Voluntary sector providers and all partnership board members were informed about the consultation.

A letter was sent to all current service users on 03/08/15 telling them about our proposal and inviting them to provide feedback.

153 service users (out of 157) have had a face to face review and all current service users have had the opportunity to provide feedback on the proposal.

Overall Assessment

13. Overall impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input checked="" type="checkbox"/> Negative	No Impact <input type="checkbox"/>
14. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/> Impact not known	

15. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>While Barnet Council has provided a meals service for a number of years, local authorities do not have a statutory responsibility to provide a home meals service.</p> <p>Furthermore the number of service users of the home meals service has decreased over the last 5 years for a number of reasons, including the availability of other options.</p> <p>The EIA has demonstrated that if the proposal to not have a home meals service in the future is agreed, it will have a negative but minimal impact. The basis for this is:</p> <ul style="list-style-type: none"> - The proposal is for a service that provides a lunchtime meal – that is one meal out of 3 meals a day. While there is some information to suggest that for some people the home meals service is the only main meal for some service users whereas for others people are meeting their nutritional needs for breakfast, dinner and snacks in other ways.

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

- 153 out of 157 service users have had a face to face review to ascertain their level of need (and their carer's level of need where appropriate). Reviews for the remaining will also be completed.
- People will receive support in other ways such as sign posting to lunch clubs, supermarkets and other catering companies

The Council is faced with a number of financial challenges and this has led to the Council reviewing a number of services it provides, including the home meals service. The Adults and Safeguarding Committee commissioning plan 2015/16 – 2019/20 sets out the context for managing the key changes required by the Care Act and health and social care integration at a time of rising demand, increased expectations and shrinking resources. On the latter point, Adults and Safeguarding Committee has been required to identify £18.597m of savings (21% reduction on budget) through to 2020. If a decision is made by Committee to not continue the home meals service beyond the current contract length, there is a potential saving of £274,000 to the Council; though this amount may be reduced if a number of existing service users need on-going support at the current contract price. However the full cost of the service could be charged to the user.

It is acknowledged that if the proposal to not have a home meals service is agreed, this will lead to a closure of a service. At the same time, a new approach to supporting people will be adopted, and this includes providing people with information and advice about a range of options available to them that provide them with choice and control over what they eat, and support them to stay independent within the community. Alternative options include lunch clubs and other catering companies. We have already started this process by collecting information about a range of alternatives available and this information has been published on the Council's website. Further details about alternative options can be found in *Appendix A of this report*.

Through the face to face reviews current service users and their carers/nominated representative have also been made aware of the number of specific options available to them.

In the future, communication channels to provide people with information/advice and signposting to alternative options for meals will include:

- The home meals web page on the Council's website
- Barnet's Care and Support Directory
- Social Care Connect Directory
- The 'front door' to the Adults and Communities Delivery Unit
- Staff – word of mouth
- Information and advice providers e.g. Barnet CAB

Whilst the EIA has shown that frail elderly people are most at risk, it is important to note that the majority of current service users (97% of 157 people) have had a face to face review to ascertain their level of need and understand the impact of the proposal on them.

If Committee agrees to the proposal the Council will closely support service users with their transition to other services (if appropriate).

Outcome of the Consultation

The development of the Home Meals proposal involved extensive consultation with stakeholders commencing 3rd August to 30th September 2015 as set out in the Consultation Report. In addition it was recognised that each user of the Home Meals service would require a formal review of their needs and support plan. This was undertaken by professional staff in adult social care over the period August to October 2015. Of 157 service users, 153 were reviewed. The remaining users were not available for a formal review. The purpose of these reviews was to ascertain the level of need in relation to nutrition and to also identify customers' preferred alternative options to the current Home Meals service, should this proposal be agreed by Committee.

Overall feedback from the survey and other communications (excluding reviews) based on 23 responses to the on-line consultation via the Council's consultation e-portal, Barnet Engage and 35 other communications, detailed below, is against the proposal to discontinue the Home Meals service. The top four concerns were:

1. Concern for vulnerable people.
2. Individuals have no other way / would find it difficult to source or obtain a meal.
3. Individuals have no other care and support services other than the Home Meals service.
4. Not happy with / against the proposal.

23 people responded anonymously to the on line survey on Barnet Engage, of which:

- 17 people were Barnet residents
- 1 represented a voluntary sector / community organisation
- 1 represented a public sector organisation
- 4 categorised as 'other' (people who act as representatives for carers, & those with disabilities; and relatives of service users)

35 letters / e-mails / telephone calls were received, of which:

- 14 people categorised as current service users
- 15 people categorised as carer / family / friend / next of kin / guardian
- 4 people represented a provider / care home (this includes 1 Sodexo driver)
- 1 person was a member of the public
- 1 response was received from a political party

Reviews of users of Home Meals

Individual face to face reviews of 153 service users were undertaken. These reviews have highlighted a relatively low number (16) of clients with current needs requiring the traditional home meals service (in these cases Adults and Communities staff will make the necessary arrangements to ensure continuity of service and continued safeguarding of clients). At the same time the results suggest that there are alternative options and professional staff will follow up these cases and agree the outcomes with clients subject to this proposal being agreed. There is a sufficiently strong case for not continuing the Home Meals service beyond the term of the current Sodexo contract and instead signposting people to alternative options available in the community. In a minority of cases i.e. subject to The Act, the Council may need to provide an appropriate level of support.

17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Monitor the equalities data from the service reviews	Ensure that alternative meals options offered to customers includes a range of meal types and the mode is suitable for frail and elderly people, including access to those services specification includes statement of expectations	Review equality impact from the service user reviews once complete	Project Manager	October
Face to face reviews of current service users	All current service users to have a face to face review to ascertain their level of need, and of their carer/family		ACDU	October

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Member of SMT) – Dawn Wakeling
Date:	Date:

APPENDICES

APPENDIX A

Food and meal options within Barnet

The following table provides information on food options available in the borough. This is not an exhaustive list but contains the main service providers, please contact the providers to confirm dates times and costs.

The following organisations provide meals out in the community

Name	Description	Address / Phone No.	Other info	Event details	Website / Email
The Good Neighbour Scheme for Mill Hill and Burnt Oak - Lunch Clubs	Provides neighbourly support to elderly and disabled people living in Mill Hill and Burnt Oak Two Lunch Clubs each week, for older people in the Mill Hill and Burnt Oak areas. 2 course hot meal, plus tea or coffee, is served in pleasant surroundings, with good company.	The Wilberforce Centre c/o St Paul's Parish Office The Ridgeway Mill Hill NW7 1QU Mill Hill - 020 8906 3340 Burnt Oak - 020 8959 1971	If you would like to attend the club, please contact the relevant Good Neighbour Scheme in advance, so a meal can be ordered. Transport may be available for those with mobility problems.	Day: Tuesdays Time: 12 noon - 1.30pm Location: Mill Hill Lunch Club, The Wilberforce Centre, St Paul's Church, The Ridgeway NW7 1QU Cost: £3.50 Day: Thursdays Time: 12 noon - 1.30pm Location: Burnt Oak Lunch Club, The Catholic Church of The Annunciation, Thirleby Road HA8 0HQ Cost: £3.50	thegoodneighbourschememhbo.com/ good.neighbours@yahoo.co.uk

				Day: Wednesdays Time: Lunchtime Location: Cottage Homes restaurant in Hammers Lane Cost: (reasonable restaurant prices) <i>Note* term-time only</i>	
Altogether Better - Edgware Silver Service scheme	Over 60s and a guest of any age dine for £5 each at participating restaurants on a Tuesday	Watling Avenue Edgware HA8 0UB 07909 998463	Restaurants that offer the scheme have a sticker in the window or contact Altogether Better for details of participating restaurants	Day: Tuesday Time: lunchtime Location: participating restaurants Cost: £5	www.a-best.org.uk/projects-and-groups.html us@betterburntoak.org.uk
Altogether Better – East Finchley Silver Service scheme	Over 60s and a guest of any age dine for £5 each at participating restaurants on a Tuesday	High Road East Finchley London N2 9AY 07909 998453	Restaurants that offer the scheme have a sticker in the window or contact Altogether Better for details of participating restaurants	Day: Tuesday Time: lunchtime Location: participating restaurants Cost: £5	http://www.efab.org.uk/projects-and-groups.html us@efab.org.uk
Muslim Ladies Lunch Club	East Finchley Neighbourhood Contact provides a lunch club on the first and third Wednesday of each	020 8444 1162	New members are welcome, transport may be provided.	Day: every first and third Wednesday of the month Time: 12pm - 2pm Location: Ann Owens Centre	www.ageuk.org.uk/barnet/neighbourhood-services

	<p>month, especially for Muslim Ladies. Home cooked Halal food is served at the Muslim Ladies' lunch club, which also gives the opportunity for Muslim women to meet for prayer and for conversation. The halal food is prepared by one of their cooks and is always wholesome and nutritious.</p>			<p>Oak Lane London N2 8LT Cost: £4.</p>	
<p>Age UK Barnet Lunch Club</p>	<p>Provides a wide range of activities, services and information about issues of interest to older people through its centres and in the community.</p> <p>Activities and services include: Health promotion, fitness and exercise classes Lunch clubs, social</p>	<p>Ann Owens Centre Oak Lane London N2 8LT 020 8432 1423 or 020 8150 0965</p>	<p>This lunch club provides a freshly prepared 2 course meal (vegetarian option available).</p>	<p>Day: Tuesdays and Thursdays Time: 12.30pm—1.30pm Location: Ann Owens Centre, Oak Lane London, N2 8LT Cost: £5.00</p>	<p>www.ageuk.org.uk/barnet christine.gilbert@ageukbarnet.org.uk</p>

	groups and other activities				
Friend in Need (FIN) Activity Centre	<p>FIN is a voluntary organisation providing a range of services for older people, disabled people and their carers living in New and East Barnet.</p> <p>A weekly timetable of activities including seated exercise to music, arts and crafts, bingo, digital inclusion, yoga, tai chi and a range of board games, quizzes, puzzles and other activities includes a cooked meal, and a chance to meet new people</p>	<p>East Barnet Baptist Church Crescent Road East Barnet EN4 8PS</p> <p>020 8449 8225</p>	<p>Lunch is served from 12.30-2pm but can be combined with various other activities at the centre to create a day opportunity.</p> <p>Activities £3.50-£4.00 per half day session £5 lunch £1.50 tea and cake (Thu pm and Sat am free arts and crafts)</p>	<p>Day: Mon, Tues, Wed, Thurs & Sat</p> <p>Time: 12.30 – 2pm</p> <p>Location: Friend in Need Community Centre, East Barnet Baptist Church Crescent Road EN4 8PS</p> <p>Cost: £5</p>	<p>www.ebarnetbaptist.org.uk/fincentre.htm</p> <p>fin@fin-eastbarnet.org.uk</p>
Chipping Barnet Day Centre for the Elderly	<p>A club for older people to enjoy a day out in a friendly, relaxed and cheerful environment. Coffee and tea are provided on arrival followed by lunch at</p>	<p>United Reformed Church Wood Street Barnet EN5 4BW</p>	<p>A prospective member or their family, friends, doctor or social worker can contact Brigid Horgan at the Day Centre on 07923031231.</p>	<p>Day: Monday and Friday</p> <p>Time: 9.30am-3.30pm</p> <p>Location: United Reformed Church Wood Street Barnet EN5 4BW</p>	<p>www.chippingbarnetdaycentre.org.uk</p> <p>lisa-finchley@btconnect.com</p>

	midday and tea in the afternoon. A limited shopping service is provided.	07923 031 231	Transport can be arranged, depending on need but availability is limited		
Finchley Community Network	This organisation can offer day care for older adults. They offer meals, social activities, outings, exercises, information and advice, support and companionship.	Finchley Baptist Church Stanhope Avenue Finchley N3 3QL 020 8343 4896		Day: Thursdays Time: 10am-2pm Location: Finchley Baptist Church Stanhope Avenue Finchley N3 3QL	
Barnet African Caribbean Association	The Association provides a cultural day centre mainly for African and Caribbean elderly Stroke and Alzheimer's sufferers. A hot meal is provided as well as social activities such as exercise classes, arts and crafts, quizzes, games and health visitor sessions. Transport is provided.	Multicultural Community Centre Algernon Road West Hendon NW4 3TA 020 8202 0095	Freshly cooked hot meals (Caribbean and African) every Tuesday & Friday.	Day: Mon, Tue & Fri Time: 10am-3pm Location: Multicultural Community Centre Algernon Road West Hendon NW4 3TA	www.barnetmcc.moonfruit.com/#/baca/4527094419 baca.daycare@btconnect.com
Barnet Cypriot Centre	Run by the Greek Cypriot Brotherhood Centre, this lunch club	Britannia Road North Finchley N12 9RU	All welcome.	Day: Wednesday Time: 12pm - 2pm. Location: Greek Cypriot	

	is for people aged 60+	020 8445 9999		Brotherhood Centre Britannia Road North Finchley N12 9RU Cost: £5	
Cultural and Recreational Organisation for Tamil Elders (CROFTE)	This centre is for Tamil elders who are over 55 years. They arrange lunch, social activities, games, daytrips and discussions.	Watling Community Centre 145 Orange Hill Road Burnt Oak London HA8 0TA 020 8841 5186		Day: Mon & Fri Time: 11am-5pm Location: Watling Community Centre 145 Orange Hill Road Burnt Oak London HA8 0TA	psgunasingam@yahoo.co.uk
Edgware and Mill Hill Friendship Centre	This is an active group which meets twice a month on Tuesdays. They also visit places of interest, organise holidays and walks, go ten-pin bowling, have games, knitting and craft groups. Visits to the theatre and meals out are also arranged. The group is affiliated to the Friendship Centre	North Road Community Centre Burnt Oak Broadway Edgware HA8 0AP 020 8931 2828		Day: 2 p.m. on the first Tuesday Time: Location: They usually meet at North Rd Community Centre, (between Edgware Community Hospital and The Prince of Wales pub), plus every third Tuesday at 8 p.m. (not August) at the same venue.	http://www.fcfed.com/fgle/dw.htm

	Federation and the Barnet 55+ Forum.				
New Barnet Community Centre	The community centre offers various activities for local community including an elders' luncheon.	Victoria Road, New Barnet EN4 9PF 0208 441 7044	The lunch is two courses, a main and a dessert and the cost is £4. There is a vegetarian alternative.	Day: Tuesdays and Fridays Time: 12pm-2.30pm Location: New Barnet Community Centre 48-50 Victoria Road New Barnet Cost: £4	newbarnetca@gmail.com
Anand Day Centre	Run by ASRA Housing Association, Anand is a specialist activity and lunch club helping to meet the needs of Asian communities within Barnet. The organisation offers lunch, social and exercise activities on Wednesdays. They also run other services such as health promotion activities and language support.	Ann Owens Centre Oak Lane East Finchley N2 8LT Nila Patel - 020 8361 0617	It is an Indian vegetarian meal that is served	Day: Wednesday Time: 10am-3pm Location: Ann Owens Centre Oak Lane East Finchley N2 8LT Cost: £3	nilapatel16@yahoo.co.uk
Anand Day Centre	This project provides an activity and lunch club for Older Asian people living in Barnet.	Manor Drive Methodist Church, Manor Drive,	It is an Indian vegetarian meal that is served	Day: Mon & Thu Time: 10am-3pm Location: Manor Drive Methodist Church, Manor	nilapatel16@yahoo.co.uk

		Whetstone N20 0DZ		Drive, Whetstone N20 0DZ Cost: £5	
		Nila Patel - 020 8361 0617			

The following organisations offer home based volunteer support which may be used to help with going shopping, arranging online shopping deliveries or other support around food and nutrition.

Name	Description	Address / Phone No.	Other info	Event details	Website / Email
Casserole Club	Connecting people who like to cook and are happy to share an extra portion of a delicious home cooked meal, with older neighbours living close by who could really benefit from a hot cooked meal. Cooks are required to sign up on the site and undertake a short safeguarding process before they can search and contact local Diners.	020 3475 3444	The Casserole team works with local organisations to help reach Diners. They take self-referrals including from friends and relatives, or diners can be referred by professionals. To sign up or refer visit www.casseroleclub.com/yes we are active or call 020 3475 3444	Regular times and days will be agreed between the Cook and the Diner	www.casseroleclub.com/yes we are active hello@casseroleclub.com
Befriending service -	A borough wide befriending service using	Ann Owens Centre	The Age UK website also clearly lists the	Usually arranged on a day and time to suit both the	www.ageuk.org.uk/barnet/neighbourhood-

Age UK Barnet	<p>local volunteers. The primary aim of the service is to offer medium to long term emotional support and companionship. Many relationships will involve outings to shops, parks, help with paperwork and modern technology as well as a good cup of tea, a chat and a laugh.</p>	<p>Oak Lane London N2 8LT 020 8 432 1416</p>	<p>other befriending services available in Barnet</p>	<p>client and volunteer</p>	<p>services/befriending1/info@ageukbarnet.org.uk</p>
Good Neighbour Scheme High Barnet	<p>We aim to support people living at home by offering practical help, advice and friendship to the elderly, sick, disabled, housebound, anyone finding it hard to cope. This help is available to anyone living in the area of High Barnet and Arkley. Services include: Befriending Shopping once a week or we can take you to and from the supermarket Collecting prescription</p>	<p>Church House, Wood Street, Barnet EN5 4BW 0208 441 5678</p>	<p>There is no set charge but donations towards petrol costs and overheads are welcome</p>		<p>www.goodneighbourscheme.org/index.html hbqns@greenbee.net</p>

	<p>Transport to medical appointments and sometimes to other destinations</p> <p>If you can't manage the garden, are over 65 or disabled one of our volunteers can tend to it</p>				
<p>Good Neighbour Scheme Mill Hill and Burnt Oak</p>	<p>Provides neighbourly support to elderly and disabled people living in Mill Hill and Burnt Oak. The shopping service has a minibus with an escort and runs each Monday to either Morrisons at Queensbury, or to Brent Cross Shopping Centre. It picks users up from their doors, and returns them later with their shopping. Motorised scooters can be ordered in advance for use in Brent Cross. For those who are housebound, it may be possible to arrange shopping by</p>	<p>The Wilberforce Centre c/o St Paul's Parish Office The Ridgeway Mill Hill NW7 1QU 020 8906 3340</p>	<p>Clients are expected to pay modest, affordable sums towards a service they use. This helps to cover our running costs.</p>	<p>Day: Mondays</p>	<p>thegoodneighbourschememhbo.com/</p> <p>good.neighbours@yahoo.co.uk</p>

	volunteers.				
Altogether Better - East Finchley Shop Assistance	EFAB offer a range of community based activities and aims to bring people together. Individual helpers will meet shoppers at home and take down their shopping list, then go out and do the shopping for them or even take the person out shopping and just help them along the way. If available we also support with phone ordering where the shopper orders goods and then they are delivered by the shop or picked up by a local helper.	High Road East Finchley London N2 9AY 07909 998453	Get Involved e-form available on website		www.efab.org.uk/about/116-shop-assistance.html us@efab.org.uk
Friend In Need (FIN) Good Neighbour Scheme	Provides a shopping bus where clients are collected from their homes and driven to ASDA in Southgate to shop independently and	Friend in Need Community Centre East Barnet Baptist Church,	Please contact Jesse Tan – 020 8449 8225	Day: Fortnightly Location: Asda Southgate Cost: £4	

	they are then dropped home again by the community transport driver	Crescent Road, East Barnet, Herts, EN4 8PS			
Friend In Need (FIN) – Helping Hands	<p>Can help residents who are aged 65 and above and need our services so as to be able to live independently. People from age 55 who have a disability, may also access the service.</p> <p>They can help with Grocery Shopping, Banking, Paying Bills, Collecting Pensions and Prescriptions and other related tasks.</p>	020 8275 8378	Please contact Gwen Down for any further information regarding the Helping Hands service	<p>Services will normally be provided on a fort-nightly basis.</p> <p>As we are a non-profit organisation, charges will apply to cover some of the actual costs of the service. Charges start at £10 per hour.</p>	Helpinghands@fin-eastbarnet.org.uk
Eat Well Live Well – Age UK Barnet	<p>Eat Well Live Well is Age UK Barnet's programme to improve the health and diet of older people in Barnet as well as tackle social isolation.</p> <p>They offer a free dietary support service for</p>		<p>This is for older people who might be struggling to eat well to stay healthy.</p> <p>Age UK Barnet trains volunteers to offer one</p>	Referrals welcomed from health, social services and housing professionals who have identified clients as being at risk of malnutrition or suspect their diet may put them at risk of ill health.	http://www.ageuk.org.uk/barnet/neighbourhood-services/eat-well-live-well/

	<p>people who might not be getting the nutrition they need to stay well.</p>		<p>to one support in people's homes to help improve diet and stay well. Many people lose their appetites due to illness. Some cannot eat the same foods that they used to or need help improving access to food.</p> <p>We aim to renew interest in food or improve diet by helping with:</p> <ul style="list-style-type: none"> •Planning meals and snacks •Tutoring in online shopping •Budgeting support •Finding local lunch clubs and ways to make eating sociable 	<p>Referrals from members of the public are also welcome if you know someone who has been losing weight recently or is not getting the nutrients they need? Maybe you need help with your own eating? Find out if Eat Well Live Well can help.</p>	
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The following are organisations and companies that provide meal delivery services of hot ready to eat meals on a daily basis or frozen meals that can be ordered a few at a time.

Name	Description	Address / Phone No.	Other info	Event details	Website / Email
Sodexo	Provides a selection of hot meals that are ready to eat and delivered daily or frozen meals that can be bought and stored	Enfield 25 Great Cambridge Road Off Lincoln Road Enfield EN1 1SH Tel: 0208 804 6318	Sodexo also offer a range of ethnic/cultural meals including Asian Halal, Asian Vegetarian, Afro-Caribbean and Kosher.	Meals can be ordered by phone or by sending a completed form to the local office Example cost: <ul style="list-style-type: none"> - Standard Hot meals: including a pudding are £6.25p - Frozen meals: Mains range between £2.25-£3.00p Puddings .85p-.90p - Tea time: only available if receiving hot meals. Includes sandwich fruit pot and a cake at £2.95 there is also the option of a salad instead of a sandwich an additional cost of £1.25p Specialist meals all inc. main & pudding <ul style="list-style-type: none"> - Afro Caribbean: £8.39p - Asian Halal: £8.34p 	uk.sodexo.com

				<ul style="list-style-type: none"> - Asian Vegetarian: £8.34p - Kosher: £11.40p - Pureed: £8.38p 	
Wiltshire Farm Foods	Provides a wide variety of frozen meals that can be ordered online or over the phone. Delivery is free and provided weekly or fortnightly the drivers are even able to unpack deliveries straight into the freezer should this be required	0800 773 773	They provide vegetarian, kosher, halal and pureed meal options as well as a range of other dietary requirements	You can either order online by choosing from the large range of frozen ready meals or via telephone and they will put you through to your local outlet. Example cost: Main meals range between £2.50 - £5.90 Puddings range between .95p - £1.95p	www.wiltshirefarmfoods.com
Oakhouse Foods	They offer a wide range of frozen meals and desserts. Orders can be placed online or over the phone and delivery is free for orders over £30 delivery drivers are even able to unpack deliveries straight into the freezer should this be required	0845 643 2009	They provide vegetarian and pureed meal options as well as a range of other dietary requirements	Meals can be ordered online or over the phone. Example cost: Main meals start at £2.30p Puddings start from 1.50p	www.oakhousefoods.co.uk
Cook	They offer a wide range of frozen meals and desserts. Orders can be	01732 759000	They provide vegetarian meal options as well as a range of other dietary	Meals can be ordered online or over the phone	www.cookfood.net/

	placed online or over the phone and delivery there is a minimum order of £30 and orders over £50 have delivery		requirements	Example cost: Main meals from £3.99p and puddings from £3.25p	
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Supermarkets have offers or multi-buys that will enable meals to be bought in bulk and prepared as and when needed. Most supermarkets offer online shopping which can be delivered to your home, there are volunteer organisations in Barnet that could help with online shopping if needed.

The following are some examples of supermarket offers.

Supermarket	Is online shopping available?	Offer examples
Sainsbury's	Yes	Frozen ready meals from £1.20
Tesco's	Yes	Chilled ready meal 3 for £6
Asda	Yes	Chilled ready meals 2 for £5
Iceland	Yes	Frozen meals for one average £1.50
Waitrose	Yes	Chilled meals 3 for £7

The following services offer short term support with basic food supplies

Name	Description	Address / Phone No.	Other info	Event details	Website / Email
Foodbank Grahame Park NW9	Foodbank clients bring their voucher to a foodbank centre where it can be exchanged for three day's supply of emergency food. Volunteers meet clients	Novo Centre The Concourse Graham Park Colindale London NW9 5XB	<ul style="list-style-type: none"> Vouchers are held by the Learning Disabilities Team Administrator Bridget 	Vouchers should be used as a SHORT TERM solution and a maximum of 3 times. All effort should be made by staff to ensure the person has	info@colindale.foodbank.org.uk

	over a cup of tea or free hot meal and are able to signpost people to agencies able to solve the longer-term problem.	Chieme Okuzu (Project Manager): 02083 584672 02031 500146 07415 223963	McFarlane ext 7386 / NLBP 2 nd floor H14 • Staff provide the name of the service user /carer and the date of issue	accessed advice on maximising their income and fully explored other relevant options to resolve their financial issues longer term.	
Foodbank East Barnet EN4	Foodbank clients bring their voucher to a foodbank centre where it can be exchanged for three days' supply of emergency food. Volunteers meet clients over a cup of tea or free hot meal and are able to signpost people to agencies able to solve the longer-term problem.	The Salvation Army Barnet Corps Albert Road East Barnet Barnet EN4 9SH 07716 890 535	• Vouchers are held by the Learning Disabilities Team Administrator Bridget McFarlane ext 7386 / NLBP 2 nd floor H14 • Staff provide the name of the service user /carer and the	Vouchers should be used as a SHORT TERM solution and a maximum of 3 times. All effort should be made by staff to ensure the person has accessed advice on maximising their income and fully explored other relevant options to resolve their financial issues longer term.	info@chippingbarnet.foodbank.org.uk

			date of issue		
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Other specialist information providers

Organisation		Contact details
Barnet Citizens Advice Bureau (BCAB)	<p><u>HUB</u> 40–44 Church End, Hendon, NW4 4JT: Drop-in times are 9.30am – 12.00pm on Mondays and Fridays.</p> <p><u>NEW BARNET</u> 30 Station Road, New Barnet EN5 1PL: Drop-in times are 9.30 am - 12 pm on Wednesdays only.</p>	Tel: 0300 456 8365 Monday to Friday 9.30am - 4:00pm and until 7.30pm on Wednesdays.
Age UK Barnet	Ann Owens Centre Oak Lane London N2 8LT	Tel: 020 8203 5040
Barnet Carers Centre	3rd Floor, Global House, 303 Ballards Lane North Finchley London, London City of N12 8NP	Tel: 020 8343 9698

Adults and Communities Equality Impact Assessment

EIA 8 (relates to ASC Saving R11) New Build Housing for Wheelchair Users

Please refer to the guidance before completing this form.

1. Details of function, policy, procedure or service:	
<i>Title of what is being assessed:</i> Alternatives to residential care – new build housing for wheelchair users to make savings on residential/nursing care	
<i>Is it a new or revised function, policy, procedure or service?</i> Proposed new service	
<i>Department and Section:</i> Adults and Communities - Commissioning	
Date assessment completed: UPDATED 1 October 2014	
2. Names and roles of officers completing this assessment:	
Lead officer	Sue Tomlin
Stakeholder groups	Service users
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
AC Equalities Network rep	Sue Tomlin
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
3. Full description of function, policy, procedure or service:	
<p>Please describe the aims and objectives of the function, policy, procedure or service <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.</i></p> <p>Following a bid by Adults and Communities for new housing provision through the housing capital programme Barnet Homes new build programme includes 25 properties for wheelchair users. 5 of these properties will be included in the first phase of their development programme and these are projected to go on site in January 2015 and will be ready for people to take up the tenancies from quarter 4 (2015/16). The projected saving is critically dependent upon the timely identification by the social work team of appropriate clients in residential care or diverting from residential care.</p>	

4. How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- This new build accommodation option will offer an alternative to residential care for younger people who are wheelchair users with complex needs. It will enable them to live in independent housing in secure tenancies.	This scheme establishes a supply of accommodation that meets unmet need
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- Fully wheelchair accessible housing.	This scheme establishes a supply of accommodation that meets unmet need
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	n/a	n/a
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	n/a	n/a

7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support.	Customers will be able to use their personal budgets to purchase care and support.
8. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- This supports a personalised approach to accommodation and support. Living in ordinary housing will enable couples to live together Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact- Living in ordinary housing in the community will encourage carers to play an active role in support to reduce dependency on formal care arrangements. This contributes to emotional wellbeing and reduces loneliness however carers' needs have to be considered further.	Carers plans will be included in the support planning process.

5. What are the number, types and severity of disabilities in play in this case?

Number of Service Users in permanent residential and nursing care placements as at 31st March 2013

Placements		Residential Care		Nursing Care
		LA Staffed	Independent Residential Care	Registered Homes
Physical Disability	18-64	0	35	19
	65+	0	324	160
	Total	0	359	179
Mental Health	18-64	0	61	4
	65+	0	145	50
	Total	0	206	54
Learning Disabilities	18-64	1	195	0
	65+	1	35	1
	Total	2	230	1
Substance Misuse & Other Vulnerable People	18-64	0	2	1
	65+	0	17	11
	Total	0	19	12
Permanent admissions to residential and nursing care				
Older adults		2008/09	2009/10	2012/13
Residential care	All 65+	149	149	154
Nursing care	All 65+	79	89	89
Younger adults		2008/09	2009/10	2012/13
Residential care	18-64 LD	6	4	6
	18-64 MH	5	12	6
	18-64 PSI	3	5	4
	18-64 Other	0	1	1
Nursing care	18-64 LD	0	0	0
	18-64 MH	0	0	1
	18-64 PSI	6	5	3
	18-64 Other	0	0	0

6. What are the actions that could reduce the impact on people with disability?

The new build accommodation will be developed with the needs of specific service users in mind particularly people with complex conditions and also young people with physical disabilities preventing the need for high cost out of area placements.

It will also assist vulnerable people settle down faster and increase the chance of enabling them to contribute to their community and to enable the customer to remain within their own home should their health deteriorate further.

7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

This will be high quality new build housing owned by the council and managed by Barnet Homes. Achieving new homes is a high priority for the council and Barnet Homes and allocation of these homes to service users moving on from or avoiding residential care should have a positive impact.

8. How does the proposal enhance Barnet's reputation as a good place to work and live?

See 6 and 7 above – an increase in housing options for wheelchair users will enhance the council's reputation.

9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

The new housing provision will show the council's commitment to addressing housing, care and support needs by supporting the individual's independence choice and control and providing appropriate housing for people with disabilities. It will result in a reduction in support costs and residential placements.

10. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)*

Key review points will include the point at which potential tenants are identified. The application of the change will be monitored through: lettings statistics; impact on support plans; individual outcomes; and care and support budgets.

11. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The wheelchair units will be part of small infill developments of general needs housing. The unit type and mix will allow different demographic groups to live together in the community.

12. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

No specific consultation on this proposal has occurred at this stage but the next phase of the project will be to identify individual clients and engage with them on the housing proposals. Formal planning consultation has been undertaken on the developments. Planning permission is in place.

Overall Assessment

13. Overall impact		
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>

14. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>This is a positive housing development for the delivery unit and residents of Barnet.</p> <p>These developments are aimed at people with disabilities who may otherwise need to consider residential or nursing care admission. This will give our customers another independent living option in high quality new build housing within their community.</p>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure equity in the nominations to the scheme	Include key review points of the equality impact in the project plan.	Review equality impact at the care & support specification development and nomination stages.	Sue Tomlin with ASC	October 2014

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Member of SMT) – Mathew Kendall
Date:	Date:

Equality Impact Analysis (EIA) Resident/Service User EIA 9 (relates to ASC saving R12) Older People Homeshare

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Home Share for older people	
Is it a new or revised function, policy, procedure or service? New	
Department and Section: Commissioning Unit	
Date assessment completed: 23/10/2015	
2. Names and roles of people completing this assessment:	
Lead officer	Kirstie Haines
Stakeholder groups	Older people; carers; people with disabilities; University of Middlesex
Representative from internal stakeholders	
Representative from external stakeholders	
Delivery Unit Equalities Network rep	
Performance Management rep	
HR rep (for employment related issues)	N/a
3. Full description of function, policy, procedure or service:	
Please describe the aims and objectives of the function, policy, procedure or service	
<p>LBB is in the process of developing an accommodation strategy for vulnerable people. It sets out the strategic direction for, and will help to enable the delivery of, suitable accommodation for all Barnet's vulnerable client groups. A range of innovative, creative and flexible accommodation options are being developed particularly focussing on an individual's choice, independence and well being. One of the accommodation schemes being developed in Barnet is Homeshare.</p> <p>Homeshare is when someone who needs a small amount of help to live independently in their own home is matched with someone who has a housing need and can provide support or companionship. Homeshare schemes arrange the matching process between the 'Householder', who typically owns their home but has developed some support needs or has become isolated or anxious about living alone, with the 'Homesharer', typically a younger student or key public service worker who cannot afford housing. Homeshare would benefit older people who need low level support for example older people who are anxious or isolated; disabled people who need support to move towards or maintain independent living; family carers who are struggling with isolation or who juggle work and caring</p>	

How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – older people would benefit from support being provided by a home sharer. This would also help decrease the chances of deterioration due to social isolation.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people with disabilities would maintain their independence by remaining in their own home that they choose.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people would maintain their independence by remaining in their own home that they choose.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/a	N/a
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people would maintain their independence by remaining in their own home that they choose.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how

			they want to lead their lives and what support they get
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people would maintain their independence by remaining in their own home that they choose with their families.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
10. Other key groups?	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		
Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Please assess Young, Parent and Adult carer.	
People with mental health issues	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		
Some families and lone parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with a low income	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
Unemployed people	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
Young people not in employment education or training	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

The rating from different groups of residents would be favourable as this initiative supports their desire to remain in their own home.

5. How does the proposal enhance Barnet's reputation as a good place to work and live?

The proposal enhances Barnet's standing as it would be providing creative solutions to tackling low level needs such as social isolation and anxiety. People with different needs would remain as part of the community which enhances the community feel and spirit due to the diversity within it.

6. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

Barnet's diverse communities would feel more confident about the council as this initiative promotes retaining independence, have choice and control over their own lives with support where it is needed.

7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)*

Barnet will work in partnership with the University of Middlesex who would put forward the home sharers. Monitoring of how each 'placement' is doing will be built in, and those with homeowners with social care worker would be encouraged to communicate with them should issues arise. Some monitoring and review meetings would also take place between the Commissioning Unit and the University of Middlesex.

8. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

See 5 & 6

9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

Consultation with residents and employees will be built in as part of the process of setting this initiative up.

Overall Assessment

10. Overall impact			
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>	
11. Scale of Impact			
Positive impact: Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
12. Outcome			
No change to decision <input type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

13. Please give full explanation for how the overall assessment and outcome was decided.

This initiative will have a positive impact on individuals as the will:

- Be able to remain in their homes for longer
- Enable them to continue to be part of their community
- have choice and control over where they want to live and with what support.

Barnet Council will be promoting people's well being by preventing low level needs from deteriorating which could end up with people needing more and expensive support.

14. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Consultation with residents and employees to inform the proposal	Develop key consultation points within the plan		Kirsty Haines	January 2016
Build in measures and methods for monitoring as scheme is developed	Agree with University of Middlesex how monitoring will be done		Kirsty Haines	January 2016

1st Authorised signature (Lead Officer/Project Sponsor)	2nd Authorised Signature (Service lead/Project Manager)
Date:	Date:

Equality Analysis (EqA)

EIA 10 (relates to CELS saving R1) Placements Commissioning Strategy

Please refer to the guidance before completing this form.

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Placements Commissioning Strategy	
Is it a new or revised function, policy, procedure or service? Policy and service	
Department and Section: Family Services	
Date assessment completed: December 2014	
2. Names and roles of officers completing this assessment:	
Lead officer	Lindsey Hyde, Social Care Transformation Officer
Stakeholder groups	Looked after children, foster carers, residential children's homes, Corporate Parenting Advisory Panel, Barnet staff, strategic alliances, Barnet residents
Representative from internal stakeholders	
Representative from external stakeholders	
Delivery Unit Equalities Network rep	Elaine Tuck
Performance Management rep	
HR rep (for employment related issues)	N/A

3. Full description of function, policy, procedure or service:

Context

Barnet seeks to ensure that children who enter the care system are given a good start in life, with a stable home and access to education and other support. Wherever possible, we seek to enable children to remain with their families.

Where it is necessary for children to remain in care for a period of time and to live with alternative carers, we will support them in the most appropriate type of placement and we seek the most appropriate long term permanence options for children and young people. The availability of high quality support in stable and local placements is integral to supporting our looked after children to achieve their best outcomes.

The looking after children project was initiated earlier in 2014 as part of the Family Services Transformation Programme to review current provision and demand for placements and to develop a new model of provision which supports looked after children to achieve good outcomes and enables the Council to provide placements in the most cost effective way.

Why is it needed?

It is a statutory requirement for every Council to meet its Sufficiency Duty¹, a key element of this is to secure sufficient accommodation for looked after children. The duty requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty').

Coupled with this duty, it was becoming evident that there were changes in demand in Barnet for different types of placements for looked after children and this was impacting on the number of children living outside of Barnet, the number of looked after children in residential placements and the increased cost to the Council of providing these types of placements provision.

The Placements Commissioning Strategy sets out Barnet's strategy to enable looked after children and young people to remain geographically closer to Barnet, promoting continuity, enabling them to maintain their networks and access to education provision, even when they need to be looked after for a period of time.

What are the outcomes to be achieved? What are the aims and objectives?

The outcomes of the placements commissioning strategy to be achieved are:

- Reduce the number of IFA placements by increasing the number of looked after children in LBB/internal foster placements
- Assess and approve prospective fostering households as efficiently as possible to prevent delays
- Prevent escalation of needs through a developed support offer to foster carers
- Reduce the number of children and young people in residential placements, in line with

¹ <https://www.gov.uk/government/publications/securing-sufficient-accommodation-for-looked-after-children>

care planning for individual children and young people

The key objectives and strands of activity are:

- Increase the number of fostering households recruited and approved by Barnet
- Expand the approval ranges of Barnet fostering households and increase the number of placements that Barnet fostering households can offer
- Redesign the approval process for prospective fostering households
- Review and develop the support offer to foster carers to support them to accept placements and to prevent placement breakdown
- Progress with intensive step down plans where appropriate for looked after children in residential placements

Who is it aimed at? Who is likely to benefit?

The main beneficiaries of the placements commissioning strategy are looked after children and young people. Fostering households and individual foster carers will also benefit from the proposed changes. Barnet residents may benefit from the outcomes sought from the placements commissioning strategy as it seeks to ensure that placements can support looked after children and young people to achieve good outcomes, which contributes to the success of Barnet as a borough. Barnet residents may benefit from the strategy as it seeks to provide high quality placements in a more cost effective way, which reduces pressure on available Council resources.

How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?

The placements commissioning strategy is based firmly on the needs and Barnet's looked after children and young people and how placements can meet those needs. The strategy document sets out looked after children's' needs which includes:

- Age
- Disability
- Race
- Religion or belief
- Sex

The strategy does not explicitly set out looked after children's needs on the following characteristics as there is no easily accessible available data:

- Gender reassignment
- Pregnancy and maternity
- Sexual orientation
- Marriage and civil partnership
- Carers

However, in relation to the above characteristics, these are taken into account in the following ways:

- Young people for whom gender reassignment is relevant will have their needs thoroughly assessed by a qualified social worker and this assessment will inform the support that they require from a placement and a placement match will be found to meet these needs
- Young people who have their own children will be appropriately supported through more specialist placements such as parent and baby placements. If as a result of a social work assessment the baby is to live with an alternative carer, arrangements will be made for the parent to have appropriate contact with the baby
- Individual social worker assessments will explore any relevant aspects of a young person's sexual orientation and this will inform placement decisions for them
- Similarly, assessments and subsequent placements will support young people who are married, including those who have experiences forced marriage
- Those young people who have caring responsibilities, including caring responsibilities for siblings who may also be in care, will be taken into account when identifying placements for children and young people

Identify the ways people can find out about and benefit from the proposals.

All relevant stakeholders have been consulted as part of the development of the placements commissioning strategy and the project to implement the strategy. A separate document is available setting out all of the consultation activity that has been undertaken.

Barnet residents can access information on the proposals through the published update papers that are regularly on the agenda of Corporate Parenting Advisory Panel.

Consider any processes they need to go through or criteria that we apply to determine eligibility.

Statutory duties set out the requirements for providing services to children and young people who are or need to become looked after children.

Eligibility for support for foster carers is clearly set out in policies, many of which have been reviewed as part of this work.

4. How are the equality strands affected?			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes x / No <input type="checkbox"/>	Understanding the age of children entering Barnet's care is important to the development and delivery of appropriate placements and other support services. In 2013/14 the ages of children entering care and therefore the ages of children requiring placements for the first time were:	The largest proportion of children who entered care in 2013/14 was 10-15 year olds followed by 16-17 year olds. It is also evident from the strategy that

		<ul style="list-style-type: none"> • Under 1 12% • 1-4 years 13% • 5-9 years 13% • 10-15 years 34% • 16-17 years 28% 	<p>the ages of children who are placed with IFA² foster carers, and therefore are most likely to be out of Barnet, are some 5-9 year olds, 10-15 year olds and 16-17 year olds. One of the main objectives of the looking after children project, which is implementing the placements commissioning strategy, is to target recruitment of new fostering households to provide placements to older looked after children. Alongside this, the fostering service is reviewing every fostering household to consider whether they can broaden their age approval range to offer placements to older looked after children. This should have a positive impact.</p>
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Snap shot data from January 2014 highlights that looked after children has the following needs relating to disability:</p> <ul style="list-style-type: none"> • Disability 3% • SEN 10% 	<p>In seeking to recruit additional LB Barnet foster carers, Barnet will be seeking to develop the available number</p>

² Independent Fostering Agency. The majority of Independent Fostering Agency placements are outside of Barnet and therefore children and young people in this type of placement are more likely to be further away from Barnet.

		<ul style="list-style-type: none"> • Disability & SEN 11% • Neither 76% <p>The 'snapshot' data above illustrates that 24.1% of Looked after Children (January 2014) had a disability, SEN or both. In the general Barnet under 18 population, 20.7% of children on are classed as SEN.</p> <p>However, the data above does not provide a clear articulation of levels of need, particularly in relation to SEN which is categorised on the basis of children accessing School Action Plus or those with an SEN statement. Other types of needs such as ADHD would not necessarily be reflected in the data set above but would still require specialist support or advice within any placement.</p>	<p>of placements which can support disability and SEN needs. To support this, and to support existing fostering households to consider accepting a child with disability into their home, the foster carer training programme has been reviewed and by April 2015 will include a wider range of training on disability and how to support children who are disabled or have SEN. This should have a positive impact.</p>
3. Gender reassignment	Unknown	No available data.	<p>Young people for whom gender reassignment is relevant will have their needs thoroughly assessed by a qualified social worker and this assessment will inform the support that they require from a placement and a placement match will be found to meet these needs. The development of better support packages for foster carers should positively impact the range of needs that can be supported in placements.</p>
4. Pregnancy		In any given year there are no more than 10 parent and baby placements	There will be no negative impact

and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>made for Barnet young people. In 2013/14 there were 5 fostering parent and baby placements made and 3 residential parent and baby assessment placements made.</p> <p>This is a small proportion of the looked after children cohort.</p>	on the availability of parent and baby placements, but there may be a positive impact as a result of the implementation of the placements commissioning strategy.																																	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<table border="1" data-bbox="624 593 1214 969"> <thead> <tr> <th data-bbox="624 593 831 701">Ethnicity</th> <th data-bbox="831 593 1034 701">LAC as at 01/04/13</th> <th data-bbox="1034 593 1214 701">Variance against Barnet population (2011 census) – percentage point</th> </tr> </thead> <tbody> <tr> <td data-bbox="624 701 831 730">White</td> <td data-bbox="831 701 1034 730">42.12%</td> <td data-bbox="1034 701 1214 730">-21.98</td> </tr> <tr> <td data-bbox="624 730 831 759">Black Caribbean</td> <td data-bbox="831 730 1034 759">5.47%</td> <td data-bbox="1034 730 1214 759">4.17</td> </tr> <tr> <td data-bbox="624 759 831 788">Black African</td> <td data-bbox="831 759 1034 788">13.50%</td> <td data-bbox="1034 759 1214 788">8.10</td> </tr> <tr> <td data-bbox="624 788 831 817">Black Other</td> <td data-bbox="831 788 1034 817">3.54%</td> <td data-bbox="1034 788 1214 817">0.84</td> </tr> <tr> <td data-bbox="624 817 831 846">Indian</td> <td data-bbox="831 817 1034 846">0.00%</td> <td data-bbox="1034 817 1214 846">-7.80</td> </tr> <tr> <td data-bbox="624 846 831 875">Pakistani</td> <td data-bbox="831 846 1034 875">1.29%</td> <td data-bbox="1034 846 1214 875">-0.21</td> </tr> <tr> <td data-bbox="624 875 831 904">Bangladeshi</td> <td data-bbox="831 875 1034 904">0.00%</td> <td data-bbox="1034 875 1214 904">-0.60</td> </tr> <tr> <td data-bbox="624 904 831 934">Chinese</td> <td data-bbox="831 904 1034 934">0.32%</td> <td data-bbox="1034 904 1214 934">-1.98</td> </tr> <tr> <td data-bbox="624 934 831 963">Other Asian</td> <td data-bbox="831 934 1034 963">5.47%</td> <td data-bbox="1034 934 1214 963">-2.43</td> </tr> <tr> <td data-bbox="624 963 831 992">Other</td> <td data-bbox="831 963 1034 992">20.26%</td> <td data-bbox="1034 963 1214 992">13.96</td> </tr> </tbody> </table> <p>The ethnicity profile of Looked after Children is difficult to compare directly to Barnet's general population as there is no specific data on ethnicity of the under 18 population.</p> <p>White and Indian children and young people appear to be under represented in Barnet's looked after children cohort and Black Caribbean and Black African children are over represented. 'Other' ethnicities also appear over represented; however, this may be misleading due to the difficulty of comparing categories like for like.</p>	Ethnicity	LAC as at 01/04/13	Variance against Barnet population (2011 census) – percentage point	White	42.12%	-21.98	Black Caribbean	5.47%	4.17	Black African	13.50%	8.10	Black Other	3.54%	0.84	Indian	0.00%	-7.80	Pakistani	1.29%	-0.21	Bangladeshi	0.00%	-0.60	Chinese	0.32%	-1.98	Other Asian	5.47%	-2.43	Other	20.26%	13.96	In planning placements for Looked after Children, matching takes place based on many characteristics, including ethnicity; and services to support a child's ethnic and cultural needs are considered as part of the support offered to the child. Through intelligent recruitment, Barnet will ensure that we have a range of foster carers who can support the varied needs of Barnet's Looked after Children. Therefore there is likely to be a positive impact.
Ethnicity	LAC as at 01/04/13	Variance against Barnet population (2011 census) – percentage point																																		
White	42.12%	-21.98																																		
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<p>6. Religion or belief</p>	<p>Yes x / No <input type="checkbox"/></p>	<table border="1" data-bbox="628 159 1211 992"> <thead> <tr> <th>Religion</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Atheist</td><td><1%</td></tr> <tr><td>Buddhist</td><td><1%</td></tr> <tr><td>Christian – C of E</td><td>5.3%</td></tr> <tr><td>Christian – Roman Catholic</td><td>8.2%</td></tr> <tr><td>Christian – Pentecostal</td><td><1%</td></tr> <tr><td>Christian – Other</td><td>23%</td></tr> <tr><td>Information Refused</td><td>1.6%</td></tr> <tr><td>Jewish</td><td>2.6%</td></tr> <tr><td>Muslim - <u>Ismaili</u></td><td><1%</td></tr> <tr><td>Muslim - Other</td><td>14.5%</td></tr> <tr><td>No religion</td><td>7.6%</td></tr> <tr><td>Other</td><td><1%</td></tr> <tr><td>Rastafarian</td><td>1.3%</td></tr> <tr><td>Unknown</td><td>33.9%</td></tr> <tr><td>Wicca</td><td><1%</td></tr> </tbody> </table> <p>As at September 2014, after the category of unknown religion, the most common religions are (descending order):</p> <ul style="list-style-type: none"> • Muslim • Christian other • Christian Roman Catholic • No religion • Christian C of E • Jewish 	Religion	Percentage	Atheist	<1%	Buddhist	<1%	Christian – C of E	5.3%	Christian – Roman Catholic	8.2%	Christian – Pentecostal	<1%	Christian – Other	23%	Information Refused	1.6%	Jewish	2.6%	Muslim - <u>Ismaili</u>	<1%	Muslim - Other	14.5%	No religion	7.6%	Other	<1%	Rastafarian	1.3%	Unknown	33.9%	Wicca	<1%	<p>Although a variety of factors are taken into consideration when matching children to placements, religion and culture can play an important role for some of our children and young people.</p> <p>The targeted recruitment of fostering households takes into account the religious needs of our looked after children and young people. Therefore a positive impact is anticipated from the implementation of this strategy.</p>
Religion	Percentage																																		
Atheist	<1%																																		
Buddhist	<1%																																		
Christian – C of E	5.3%																																		
Christian – Roman Catholic	8.2%																																		
Christian – Pentecostal	<1%																																		
Christian – Other	23%																																		
Information Refused	1.6%																																		
Jewish	2.6%																																		
Muslim - <u>Ismaili</u>	<1%																																		
Muslim - Other	14.5%																																		
No religion	7.6%																																		
Other	<1%																																		
Rastafarian	1.3%																																		
Unknown	33.9%																																		
Wicca	<1%																																		
<p>7. Gender / sex</p>	<p>Yes x / No <input type="checkbox"/></p>	<p>Nationally there is a higher proportion of looked after children who are male than female.</p>	<p>Looked after children need placements based on many characteristics and gender/sex may be one of them.</p> <p>Although females make up a smaller proportion of Barnet's looked after children population, there has been an</p>																																

			<p>increase in a particular type of support required by females, to support with child sexual exploitation. It must be noted that this is certainly not exclusive to impact on females but the current demand is driven by females needing support for this.</p> <p>The expanding of placement options should have a positive impact on supporting this group.</p>
8. Sexual orientation	Unknown	No data available.	<p>Individual social worker assessments will explore any relevant aspects of a young person's sexual orientation and this will inform placement decisions for them. The expansion of available placements options should positively impact the ability to meet needs close to and in Barnet borough.</p>
9. Marital Status	Unknown	No data available.	<p>Assessments and subsequent placements will</p>

			support young people who are married, including those who have experienced forced marriage. The widening of available placements will mean that more specific needs can be supported in and closer to Barnet.
10. Unemployed parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	There is no specific Barnet data availability on the income levels of unemployed parents and the impact on looked after children. However, it is evident from national research that low income families may require more support than the general population from children's services.	<p>The strengthening of placement services will have a positive impact for parents regardless of their income whose children are looked after.</p> <p>The support needs of parents whose children are looked after will be considered as part of the assessment and care planning for the child. Every effort will be made to enable a child to return to their birth family if this is in their best interests.</p>

5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

It is evident from the residents' perception survey Autumn 2013 that 17% of Barnet residents are concerned that there is not enough being done for young people in Barnet. Conversely, 29% of residents surveyed shared their view that social services for children are excellent or good. It is this group of residents in particular that may note the benefits of the placements commissioning

strategy.

The parents and families of Barnet's looked after children and young people may also have a particular interest in these proposals.

Barnet's looked after children and young people and their participation forums will most likely take particular interest in these proposals.

The implementation of the placements commissioning strategy is likely to have a positive impact on the availability of placements, delivering more placements in and closer to Barnet and providing these services in a cost effective way. Therefore it is anticipated that any impact on satisfaction will be positive.

6. How does the proposal enhance Barnet's reputation as a good place to work and live?

The placements commissioning strategy seeks to ensure that placements are available and are provided in such a way that looked after children and young people can achieve good outcomes, remain in and close to Barnet borough, maintain educational continuity and contact with their families wherever possible. As such, the proposals seek to enhance the success achieved by a small cohort of Barnet residents and therefore enhance Barnet as a successful borough.

7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

The analysis of the diverse range of needs and characteristics of Barnet's looked after children and young people which formed the basis of the placements commissioning strategy demonstrates the commitment of the Council has to meeting the diverse range of needs of our communities.

8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

A number of success factors for the placements commissioning strategy are outlined in the strategy document. The looking after children project board is currently monitoring the success of the delivery of the strategy and the impact. Once the project closes and the work is fully taken over by business as usual teams, the success and impact of the strategy will be monitored through existing governance structures.

9. How will the new proposals enable the council to promote good relations between different communities?

The implementation work that accompanies the strategy is leading an agenda of understanding looked after children's needs, their environments and how to support them. For the stakeholders involved in the delivery of this strategy, this provides many opportunities to understand the diverse needs of different communities and may enable the Council to promote good relations between different communities.

10. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?

Staff, looked after children and foster carers form a key part of the development of the looking after children project and the implementation of the placements commissioning strategy. Fortnightly staff and foster carer working groups have been meeting to review and challenge the service development work that is ongoing. Consideration is now being given to how the service embeds this consultation and partnership activity into business as usual practice. Further to this, there have been ongoing engagement with looked after children and young people through mystery shopping exercises, through the Role Model Army and by taking on board the messages and feedback from other engagement events such as Speak Out Day and Achievements Day. As such, the project is keenly aware of the importance of consulting with and engaging both staff and service users in this work.

All relevant stakeholders have been consulted as part of the development of the placements commissioning strategy and the project to implement the strategy. A separate document is available setting out all of the consultation activity that has been undertaken.

Overall Assessment

11. Overall impact		
Positive Impact x	Negative Impact or Impact Not Known ³ <input type="checkbox"/>	No Impact <input type="checkbox"/>
12. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant x	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision x	Adjustment needed to decision <input type="checkbox"/>	Continue with decision (<i>despite adverse impact / missed opportunity</i>) <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
<p>The placements commissioning strategy is firmly based on the needs of our looked after children. This equalities impact assessment has provided an opportunity to further scrutinise the data relating to equalities characteristics and this cohort of children and young people. It is clear that the impact of the strategy to provide a broader availability of placements in and closer to Barnet has a positive impact for the majority of equalities characteristics. There is no negative impact identified for any of the equalities characteristics, although there are a small number of unknown impacts.</p> <p>It is evident that the overall impact of implementing the placements commissioning strategy is highly likely to be a positive one for equalities characteristics of this cohort of service users.</p>

³ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

Equality Analysis (EqA)

EIA 11 (Relates to CELS saving S1) Early Years Review

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Early Years Review Full Business Case	
Is it a new or revised function, policy, procedure or service? Service	
Department and Section: Family Services	
Date assessment completed: October 2014	
2. Names and roles of officers completing this assessment:	
Lead officer	James Mass, Lead Commissioner Family and Community Well-being
Stakeholder groups	Internal Family Services staff, service users and residents, schools, health visitors, community midwives, job centre plus, Barnet and Southgate College and a range of voluntary and community organisations have key relationships with children’s centres across Barnet
Representative from internal stakeholders	James Mass – Lead Commissioner Family and Community Well-being
Representative from external stakeholders	
Delivery Unit Equalities Network rep	Elaine Tuck
Performance Management rep	
HR rep (for employment related issues)	
3. Full description of function, policy, procedure or service:	

Context

Following a thorough review that has included significant engagement with residents, front line staff and a range of other stakeholders, the full business case (FBC) builds on the recommendations made in the outline business case (OBC), detailing how the new early years model should be developed. At OBC stage an equalities impact assessment was completed and has been updated for the FBC. There have not been considerable changes as the recommendations made as part of the outline business case, and subsequently the public consultation.

Due to economic challenges facing the British government, councils have had their funding cut since 2010 and will continue to see a reduction in funding. For Barnet, this will mean a further £72 million reduction by 2020.

Moreover, the number of children aged between 0 – 4 in the borough is set to increase from 26,074 in 2013 to 27,637 in 2018, putting increasing pressure on services in areas of high growth and meaning more demand for early years services.

Why is it needed?

The early years of childhood development present the best early intervention opportunity across the public sector to improve outcomes for local residents and reduce the financial burden on the state.

To achieve our vision of supporting more vulnerable families at the earliest stage, whilst reducing the base budget by £700k, there is a requirement for whole system change. Salami slicing of the 'as is' service there would involve a significant reduction in front-line services and mean the benefits of service transformation would not be achieved.

The current early year's system in Barnet is the complex result of many years of incremental change. In reviewing this system it is apparent that whilst there are many strengths – including a dedicated and passionate work force – that success is often despite rather than because of the system.

In order to improve early year services and ensure they are cost effective a new model of early years services needs to be developed. The key focus of the review is to improve early intervention and support for the most vulnerable families.

What are the outcomes to be achieved? What are the aims and objectives?

The early years model proposed has been designed to achieve the following outcomes;

- Identification of and support for the most vulnerable families.
- School readiness for all children in Barnet.
- Positive health outcomes for all children in Barnet.
- Sufficiency of high quality childcare places for children in Barnet.
- Reduce the number of adults with young children who want to return to work but are unable to.

To achieve these outcomes the new early years model will be based on the following strategic objectives;

- A more flexible model of support
- More targeted support for children under five and their families
- A more collaborative model
- A family based approach
- Increasing the involvement of parents and communities in children's centres
- Ensuring sufficient high quality early education in Barnet

Who is it aimed at? Who is likely to benefit?

The new model for early years is aimed at the estimated 26,757 (based on Greater London Assembly figures for 2014) children from 0-5 and their all families in Barnet. Projections developed by the Greater London Assembly (GLA) are based on the 2011 census have projected an increase in this number of children to 27,637 in 2018.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough. Ensuring we focus resources on those who most require support will mean these groups of people are most likely to benefit from the new model.

How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?

The overall focus of the early years' service will continue to focus on need. The objective of the new early year's model is to improve identification and support of vulnerable families with more resource targeted on those who really need support. Having a targeted approach based on the need of each family rather than specific characteristics should therefore not discriminate against who is deemed to require extra support through early year's services.

To understand the above needs of children, parents and families in Barnet, detailed data has been collected and analysed. This task has been undertaken to ensure the council fully understands the users of children's centres across the borough.

A range of data sources has been used, including

- GLA population projections
- 2011 Census – this data has been used for the purposes of this EIA
- 2013 Barnet Childcare Sufficiency Assessment (CSA)
- 2012 Hemsalls report - LBB commissioned Hemsall's research organisation to undertake an evaluation of children's centres
- A range of data sets from children's centres, social care and family focus.

The consultation report outlines where respondents with different characteristics have given significantly different feedback to the general response.

Combined, this data has helped identify if particular groups are not engaging with or accessing services and need targeting – feeding into business as usual work in family services. Section 4 below will discuss how each of the equality strands is likely affected by the new commission.

The early years model outlined in the FBC is not prescriptive in regard to the support, advice

and information offered from each of our children's centres. This level of detail will be developed through implementation and involve consideration of local need and how to ensure services offered meet these needs.

Identify the ways people can find out about and benefit from the proposals.

The OBC outlined the benefits of the changes, which were then publically consulted on through the early years review. There was broad agreement in regard to the aims and vision of the new early years model as well as the majority of the proposed changes.

Public engagement and consultation will continue throughout the implementation and more detailed design following Children's, Education, Libraries and Safeguarding Committee decision on 28 October 2014. This will allow parents the chance to understand the changes in more detail and help shape the new early years model.

Consider any processes they need to go through or criteria that we apply to determine eligibility.

Whilst there is a recommendation to focus on targeted work, universal access will continue for some sessions as they are important to help identify potentially vulnerable families.

It was made clear through the consultation that although there was broad agreement with a more targeted model, services should not be only for those from a deprived background and anyone who identifies a need should be supported. This is currently, and will continue to be, the early years approach, focusing on supporting families where there is a need, regardless of their background or characteristics.

Eligibility for targeted services is determined through a range of means; including self-referral, referral from health (including GP's, Health Visitor's, Community Midwives) or referrals from local authority services such as through the Common Assessment Framework process or Intense Family Focus team.

Note: In the document below, the consultation referred to as the 'early years questionnaire' was the questionnaire targeted at families who use or have children of the right age to use services, whilst the 'citizen's panel questionnaire' was aimed at a broad cross section of the demographics in Barnet.

4. How are the equality strands affected?			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	In 2014 there is an estimated 26,757 children under the age of five in Barnet. The service provides services to children between the age of 0-5, their parents and pregnant women. It is envisaged that the new early year's model will not	The new early years model will ensure there is flexibility in the service to meet changing demand and offer support to parents of all ages.

		<p>change the scope of the early year's services from children between 0-5 and their families. Whilst services may be offered from a different locality, the extent of services is not expected to change.</p> <p>The early years review targeted questionnaire had a higher percentage of responses between 25 and 44 (67%) whilst the citizen's panel questionnaire covered all ages in Barnet so all views have been considered.</p>	
2. Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The early years review targeted questionnaire had 10 respondents (3.5%) with a disability, lower than the citizen's panel questionnaire response of 76 (12.5%) which reflects the demographic breakdown of the borough. It is still projected that there will be no negative impact on children and families and this will be kept under review during implementation.</p>	<p>Implementation of the new early years model will ensure accessibility of services for people with disabilities.</p> <p>The new early years model will include key links to the Inclusion and Skills.</p>
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The council has collected no information on gender re-assignment in regard to this project as there is expected to be no impact.</p>	<p>If there are any issues raised as part of implementation, or on-going service delivery this will be included in our needs analysis.</p>
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In the 2013 CSA 7% of the respondents – across Barnet – stated that they were, or had a partner who was, currently expecting a baby. As part of the early years targeted questionnaire 13% of respondents were on maternity leave (35) and 3% (9) pregnant.</p> <p>As with age, the scope of early year's services will not change as part of the new early years model, although the location of some services may change. A key objective of the early years review is to improve identification of risk factors through maternity,</p>	<p>Ensure integration benefits both ante-natal and post natal care through improved links between professionals and ensuring clear clinical support and management.</p>

		therefore it is anticipated that the changes will have a positive impact.	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In 2011 out of the 26,264 children in Barnet, there were;</p> <ul style="list-style-type: none"> • White – 11,972 • BAME – 14, 292 <p>The response rate as part of the early years review questionnaire was 13% Asian, 6% Black, 4% Mixed Race, 56% White with 19% preferring not to say. The Citizen's panel survey respondents were broken down as 76% white, 13% Asian, 5% black and 2% mixed race. Demonstrating that responses were reflective of the racial and ethnic diversity in the borough.</p> <p>There is no identified differential impact based on race/ethnicity as services will continue to deliver to all ethnicities and support will targeted to those are in most need of support.</p> <p>A key part of the needs analysis included number of BAME and EAL pupils and as part of the implementation of the new model monitoring of race/ethnicity will continue and if any groups are identified as under accessing support will targeted as necessary.</p> <p>As part of the needs analysis the number of Black, Asian, Minority Ethnic (BAME) in Nursery and reception classes was analysed. In regard to the centres with a significant reduction in opening hours the number of BAME children was lower than average for St Margaret's (184) and Stonegrove children's centres (235) and higher than average</p>	<p>The detail of the new early year's model will be informed by local data and knowledge to ensure services meet the needs of people with different racial / ethnic backgrounds.</p> <p>Improved recording of data on families will help inform service development.</p> <p>Improved recording of data on families will help inform service development and targeting of groups who are not accessing services.</p>

		<p>for Hampden Way children's centre reach area (404). The average per reach area was 353.</p> <p>The number of children with English as an additional language (EAL) was also part of the needs analysis undertaken as part of the review. In regard to the centres with a significant reduction in opening hours the number of children with EAL was lower than average for St Margaret's (156) and Stonegrove children's centre (124) but slightly higher than average in Hampden Way's children centre reach area (275).). The average per reach area was 252.</p>	
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The early years review consultation had a response rate of 40% Christian, 10% no religion, 8% Muslim, 7% Jewish, 5% other and 16% preferred not to say.</p> <p>There is no identified differential impact based on religion or belief as services will continue to deliver to all religion and beliefs and support will targeted to those are in most need of support.</p>	<p>The implementation of the new early years model will be informed by local data and knowledge to ensure support those with needs regardless of religious beliefs.</p> <p>Improved recording of data on families will help inform service development and targeting of groups who are not accessing services.</p>
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In 2011 out of the 26,264 under-fives, there were;</p> <ul style="list-style-type: none"> • Males – 13,423 • Females – 12,841 <p>However, in terms of the gender/sex of parents accessing services fathers have been identified as group of people who are under accessing and not represented.</p> <p>This was clear in the responses rate of the early years questionnaire, where only 8% of</p>	<p>Service delivery will continue to target fathers who are less likely to attend services by offering specialist services such as dads groups.</p>

		respondents (22) were male.	
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The council has collected no information on gender re-assignment in regard to this project as there is expected to be no impact.	N/A
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The needs analysis has considered the number of children under 5 in a lone parent household. The incidence of lone parent households with dependent children in 2011 in Barnet was 11,763.</p> <p>The needs analysis included lone parents with children under 5 and children in out-of-work benefit households (lone parents).</p> <p>In regard to the centres with a significant reduction in opening hours the sum of Children in out-of-work benefit households (Lone Parents) is below average for the St Margaret's (480) and Stonegrove (440), but higher in Hampden Way reach area (605). The average for each reach are was 515.</p>	<p>When implementing the changes the needs analysis will be received, ensuring where there is a need for support for lone parents there are available services at a suitable location.</p> <p>A key outcome the review aims to improve is to reduce the number of adults with young children who want to return to work but are unable too.</p>
10. Unemployed parents	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Other groups which could be impacted on through the changes are unemployed parents.</p> <p>The needs analysis undertaken considered the level of JSA claimants in the local area. Although this information does not consider whether they have children under 5 or not, it has been used as an indicator of need in the local area.</p> <p>In regard to the centres with a significant reduction in opening hours the claimant rate for 16-64 year olds is lower than average in regard to St Margaret's (345) and Stonegrove (244), but slightly higher than Hampden</p>	<p>A key outcome the review aims to improve is to reduce the number of adults with young children who want to return to work but are unable too, therefore the changes should have a positive impact on this group. Getting parents back to work is a key requirement of the children's centre offer.</p> <p>The needs analysis undertaken will be used in conjunction with local knowledge to ensure effective</p>

		Way reach area (294). The average for each reach area is 358.	support for unemployed parents at a suitable location.
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5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

Overall, the new early years model is expected to have a positive impact on satisfaction rates among residents through improved early intervention and improved service delivery and efficiency.

The early years review questionnaire response showed that;

- 95% of respondents value the advice and information offered in children’s centres, 85% child health support, 78% community midwife support and 76% one-to-one support.

In terms of current satisfaction ratings;

- Only one in ten parents surveyed through the recent childcare market research were unsatisfied with childcare provision in Barnet.

The Hemsalls report which surveyed 367 past and present service users found;

- 82 per cent of respondents said they had experienced positive outcomes from using Children’s Centre’s
- 49 per cent thought that parenting advice and support had a positive impact at children’s centres

There is a potential that a continued increase in targeted support, with a focus on those with the most need, may reduce the amount of universal services which have been on offer at Children’s Centres. This is likely to be minimal, as universal services are key to identifying need and supporting parents.

Overall the new early years model should increase satisfaction ratings by delivering a more joined up service with improved early intervention and service delivery and efficiency.

6. How does the proposal enhance Barnet’s reputation as a good place to work and live?

Due to reductions in the budget, the council is faced with making difficult decisions in terms of making savings and how to target resources efficiently to best meet the needs of Barnet residents.

The proposals will enhance Barnet’s reputation as a good place to work by creating an improved early year’s model in which staff will have a clearer direction and more flexibility in their work with the ability to focus on supporting those with the most need. Workforce analysis as part of the health visitor and school nurses review and on-going staff engagement will help ensure that staff concerns are taken into account.

A priority outcome for the early years review as a whole is to reduce the number of adults with young children who want to return to work but are unable to. This should improve the borough as a good place to work and live by removing barriers to employment for families.

The proposals will enhance Barnet’s reputation as a good place to live by continuing to support

young children and families to improve life chances for children in Barnet. This will be achieved through improved family support and ensuring underachieving childcare settings get the support they need, meaning all children receive a high quality early education.

7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

Clear communication, consultation and engagement has taken place and will continue to take place through the implementation of the early years review to help ensure the views of Barnet's diverse communities are taken into account. As outlined above the early years consultation effectively engaged with a wide range of residents in the borough, ensuring all communities had a view.

As part of the decision making process councillors will fully consider and give due regard to responses to consultation, and to this Equalities Impact Assessment, as part of a clear and transparent decision-making process to try and ensure that all citizens feel confident about the manner in which the council is conducting its business.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough and several of the recommendations detailed above in section 6 will increase support and the flexibility of this support provided to the most vulnerable families in the borough. This will include considering Barnet's diverse community's needs, ensuring early years services support people who need the support most across a range of communities.

8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

The full business case sets out some clear high level outcomes and measures for the new early years model. These are based on achieving the following high level outcomes;

- Identification of and support for the most vulnerable families.
- School readiness for all children in Barnet.
- Positive health outcomes for all children in Barnet.
- Sufficiency of high quality childcare places for children in Barnet.
- Reduce the number of adults with young children who want to return to work but are unable to.

9. How will the new proposals enable the council to promote good relations between different communities?

Through implementation and on-going service delivery there will be continued engagement to understand relationships between different communities and ensure through the service offered they are supported effectively.

A wide range of people attend Children's Centres and the new early years commission will not change the diversity of communities accessing early years services.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough. This approach is to ensure we focus resources on those who most require support.

10. How have residents with different needs been consulted on the anticipated impact of

this proposal? How have any comments influenced the final proposal?

As outlined in specific sections above the early years review targeted residents from a range of backgrounds. A range of methods to ensure residents with different needs could feed into the review. This included;

- Providing each children's centre with a set of consultation documents and questionnaires.
- Arranging a set of 10 drop-in sessions across different children's centres or local venues to support families to complete the questionnaire, answer further questions or take verbal feedback if this was the preferred method of communication.
- The early years review questionnaire was made available on Engage Barnet
- The Innovation Unit were commissioned to undertake a range of workshops, 5 with targeted families who regularly used children's centres

The demographics of respondents to both the early years review questionnaire and the citizen's panel questionnaire was wide, including people with different backgrounds and characteristics. The workshops were aimed at targeted families to ensure the people who rely on the services the most could feed into the review in a way they felt comfortable with.

As part of the CSA and Hemsalls report a variety of telephone and online surveys, interviews and focus groups were conducted with a wide range of parents and children with different needs as well as children's centres and child-minders. Their feedback and the findings from both of these pieces of research have influenced and formed a crucial and central part of the early years review outline business case and accompanying recommendations.

Overall Assessment

11. Overall impact		
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>
12. Scale of Impact		
Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision (<i>despite adverse impact / missed opportunity</i>) <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
<p>It is proposed that the changes will have a positive impact on younger children, adults with young children, pregnant women and lone parents. This is because the proposal is to have a more strategic approach to children's centres to ensure they focus on those most in need of support.</p> <p>Some centres will have reduced opening hours, which may have a small negative impact on users of those centres, however some services will still be available at those centres and other venues in the locality will continue to offer services. The review has focused on ensuring that the council continue to offer support to families in need, supporting people with different characteristics in a flexible and appropriate manner. The impact on particular groups will be monitoring during the implementation and delivery of the proposal.</p> <p>The review proposes a new model that provides a more coherent and strategically managed offer where resources can be more flexibly moved to the areas of greatest need.</p> <p>The review also focuses resources on those who are in need of most support from early year's</p>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

services regardless of disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership.

Equality Analysis (EqA)

EIA 12 (to support CELS saving S3) Alternative Libraries

1. Details of function, policy, procedure or service:	
Libraries Review	
Revised service	
Family Services	
10 August 2015	
2. Names and roles of officers completing this assessment:	
Lead officer	Val White, Programme Director, Education & Learning
Stakeholder groups	<p>Internal:</p> <p>Commissioning Group Family Services Delivery Unit LBB Members</p> <p>Informed by engagement with:</p> <p>Library users Library non-users</p> <p>“Charteris Groups”: elderly people; children; disabled people; unemployed people; people from areas of high deprivation (identified as having specific needs from libraries by Sue Charteris in her 2009 review of Wirral Libraries).</p> <p>Voluntary and community organisations</p>
Representative from internal stakeholders	Hannah Richens, Libraries Manager, Libraries, Workforce and Community Engagement
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A. Separate EIA completed for impact on staff.
3. Full description of function, policy, procedure or service:	
This section describes the aims and objectives of the function, policy, procedure or service	
<p>Context</p> <p>Barnet has an extensive library service with high satisfaction ratings among users. Prior to the current library review the last review was undertaken in 2011 at which point a substantial transformation programme began, investing in more self-service technology for customers;</p>	

expanding wi-fi; delivering improvements to some of the library buildings, including the development of two replacement buildings in Grahame Park and Church End and the creation of two community libraries.

Continuing financial constraints mean that the Council needs to explore alternative ways to deliver a library offer whilst safeguarding services for the most vulnerable. Despite recent economic growth, Barnet Council faces a significant budget gap of £98.4m over the period 2015/16 to 2019/20. Consultation in 2014 asked residents to consider a range of issues, including three options for the future of library services and showed that whilst they understood the financial challenge, the majority did not support the options proposed.

Why is it needed?

The Council has a statutory duty, under the Public Libraries and Museums Act, 1964, to provide a 'comprehensive and efficient library service for all persons desiring to make use thereof'. To be comprehensive, the service must ensure that it is accessible to all and designed to meet local need. To be efficient, it must make the best use of the assets and resources available to it.

There have been a number of developments which offer the potential for more efficient ways of delivering library services. In particular, the increased availability of 'open' library technology (self-service technology allowing libraries to open during times at which staff are not present) outside its existing Scandinavian market; much greater community involvement in library services (including volunteer-led models such as community libraries), and improved digital and online services make it possible to deliver library services in different, more cost-effective ways.

On 23 June 2014 the Council's Children, Education, Libraries and Safeguarding Committee noted the savings target of £8m allocated by the Policy and Resources Committee and agreed to complete a Commissioning Plan and savings proposals by December 2014. Each Committee has an allocated savings target and there are difficult decisions to make in all areas. The business planning process since then has considered each of the service components within the committee remit to identify possible savings as a contribution to this target and the impact these could have. The process began by investigating the financial contribution libraries could make whilst still delivering a comprehensive and efficient service. As a result of this, the paper developed in October 2014 outlined options which would deliver a saving of £2.85m between 2016 and 2020. The report in October 2014 contained a detailed options paper that set out the current library service offer and the needs of residents, the budget and staffing arrangements of the current service and the condition of library buildings.

As a result of the feedback from the consultation on a range of issues, including three options for library services, the Council has developed a new proposed model of library provision.

The purpose of this Equalities Impact Assessment is to help inform the decision regarding the proposed library model outlined in the Committee paper, considering the impact of different groups within the borough.

What are the outcomes to be achieved? What are the aims and objectives?

The Ambition for libraries is to;

- Help all children in Barnet to have the best start in life, developing essential language, literacy and learning skills and fostering a love of reading from the earliest age;
- Equip residents with new life skills, supporting people to live independently, to improve their health and wellbeing and to maximise their employment opportunities; and
- Bring people together, acting as a focal point for communities and assisting groups and individuals to support their local area.

To deliver these outcomes, a set of four objectives have been developed. The following objectives are based on those agreed for the 2011 Strategy, but have been updated to reflect feedback from consultation carried out since 2011 and the financial challenges now facing the local authority. The objectives are;

- A library service that provides children and adults with reading, literacy and learning opportunities.
- A library service that engages with communities.
- A library service that makes knowledge and information easily accessible.
- A library service that can withstand current and future financial challenges and safeguard services for vulnerable people.

There was substantial support among residents for the majority of the proposed objectives of the library service in Barnet although slightly less support for designing a library service that can withstand future financial challenges.

Key Factors

As part of the decision making process, the Council has considered a range of factors, balancing these factors to develop a new model for library services in Barnet which both delivers the financial savings but provides a comprehensive service for the residents of Barnet.

The key factors considered were;

- The **vision and objectives** of the library service;
- The **Needs of residents** (including Equalities Impact Assessment);
- The **financial** challenge the Council faces;
- Feedback from the 2014 consultation and **the views of residents** on the three proposed options as well as previous consultation and engagement;
- The local authorities' statutory duty under the Public Libraries and Museum Act (1964). This states that "It shall be the duty of every library authority to provide a **comprehensive and efficient library service** for all persons desiring to make use thereof";
- The quality and size of each of the **library buildings**;
- The most effective avenues to maximise revenue from various **sources of funding** without a negative impact on outcomes of the service;
- The potential of new **technology**;
- **Capacity of the local community** in supporting libraries through volunteering and running partnership libraries;

Future library services in Barnet

The above factors have been considered in order to design a delivery model which can achieve the desired outcomes whilst ensuring that the service is run as efficiently as possible. In developing the current proposals the following options have been considered;

- **Opening hours.** Options considered include: library closures; reductions in opening hours; the use of technology enabled opening; and technology enabled opening supported by volunteers. Consultation feedback suggested that there was little support for library closures (specific data from survey). The current proposal therefore includes a mix of:

- Sessions that are staffed by members of the library service, supplemented by volunteers (as at present).
 - Facilitated sessions where the library will be open through the use of new technology but supported by volunteers
 - Sessions where the library is open through the use of technology but unstaffed
- **Maximising income.** The Council consulted on the following options to maximise income;
- Installing commercial collection points (e.g. Amazon lockers)
 - Advertising and sponsorship
 - Increased hiring out of the library space
 - 'Barnet Libraries Supporters Scheme' available on subscription
 - Installing more vending machines
 - Hiring out of parking spaces at libraries
 - Reviewing fees and charges.

It was concluded that all these options were suitable to take forward, with some taken forward as part of phase 2 of the project and others looked at in more detail.

- **Volunteers and community run libraries.**

A number of approaches for increasing the use of volunteers in libraries have been explored.

- Volunteers to enhance service offer
- Lone working
- Volunteers to support technology enabled opening
- Friends Groups

- **Community libraries**

The review has considered options for future community run libraries in Barnet.

- Community run libraries operating within the Barnet public library network; and commissioned to run services; and
- Community run libraries operating outside the Barnet public library.

In order to maintain the present network of libraries within current financial constraints, the proposal suggests four library sites will be operated and managed by local community or voluntary sector groups. These have been called 'Partnership Libraries.' Partnership libraries will get the benefit of professional support and stock, combined with the advantages community groups can offer in engaging local residents and responding to local needs.

- **Alternative Delivery Models**

As part of the original options paper, published in October 2014, a range of options were outlined for public consultation. The models considered were:

- Libraries run directly by the Council
- Libraries run by an educational body
- Libraries delivered through a shared service with another council
- Libraries run by a staff owned mutual

- Libraries run by a charitable provider
- Libraries run by a commercial provider

The Council will continue to explore the opportunity to develop an alternative model for the management of library services as part of a later phase of the library service review once the future model for the service is agreed by the council. Until this point the service will continue to be delivered directly by the Council.

Proposed new model

To deliver the vision for a future library service in Barnet, taking into consideration the feedback from residents through the latest consultation, it is proposed to maintain a network of 14 libraries as well as the digital and home and library services. The Council will also continue to provide a financial grant to the community libraries at Friern Barnet and Garden Suburb.

The proposed future model will deliver savings of £2.277m by 2019/20, contributing towards the Council's £98.4m budget gap. The savings are made up of a £1.731m reduction in the libraries revenue budget and £0.546m increase in income through improved use of the library estate.

This section outlines the proposed future model for library services in Barnet.

Summary of the proposals:

- To deliver the vision for a future library service in Barnet, taking into consideration the feedback from residents through the consultation, it is proposed to maintain a network of 14 libraries as well as the retain the digital, and home and library service
- The library offer will be based on 4 localities
 - West: Grahame Park, Golders Green, Hendon, Childs Hill
 - East: Chipping Barnet, Osidge, East Barnet
 - North: Edgware, Burnt Oak, Mill Hill
 - Central: Church End, East Finchley, North Finchley, South Friern
- Libraries will be categorised as Core, Core Plus and Partnership. Each locality will have a Core Plus library and one or two Core libraries, with each having a service offer specific to their categorisation..
- Core libraries will provide access to core range of book stock, including items in highest demand, with a focus on children and older adults as well as access to community space for hire. Core libraries will be located in key residential areas and will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge.
- Core Plus libraries will provide access to an extended range of stock as well as greater space for study and community use and more extensive hours. Core Plus libraries will be those with the highest footfall, located in town centres and in the highest population areas or areas of high deprivation. These sites will be situated near retail or transport hubs. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.
- Partnership Libraries will be developed jointly with local communities and remain part of

the library network, with the Council providing stock and management support. Partnership libraries will be located in Childs Hill, East Barnet, Mill Hill and South Friern.

- In total Barnet's libraries are currently 634.5 hours per week, increasing to 904 opening hours per week. The library will operate three different types of sessions as part of opening hours. These are:
 - Sessions staffed by members of the library service, supported by volunteers.
 - Facilitated sessions where the library is open through the use of new technology supported by volunteers.
 - Sessions where the library is open through the use of technology unstaffed.
- Investing in new technology will allow libraries to both open longer as well as provide information digitally 24 hours a day. The use of technology which allows libraries to be opened unstaffed, will be implemented at all Core and Core Plus libraries. Alternative arrangements will be put into place at Burnt Oak where the library is co-located with the Council's Customer Service Centre.
- The new model will harness the capacity and support of local communities in Barnet to expand the volunteer offer at libraries and working together with community and voluntary groups to develop partnership libraries. Volunteers will play a key role to develop facilitated opening hours with the use of new technology, such as the Open+™ system used in the Edgware pilot.
- The majority of the library buildings will in future be managed as part of the Council's corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The Library service will be a 'user' of the building and have a defined footprint within the building. This will allow the Council to ensure it maximises income from the library buildings whilst continuing to support the library service.
- The Council will continue to seek to maximise income through use of library space, amending current fees and charges and exploring new revenue streams such as sponsorship and advertising and developing friends of / supports groups.
- The library service will continue to offer:
 - A mobile library service. The home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
 - The Local Studies and Archives service, which offers access to local historical materials alongside online resources;
 - e-books, e-audio and other online resources and learning materials;
 - The Schools Libraries Resource Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum; and
 - The Early Years' service, which provides activities in libraries for under-5s and their parents and helps administer the national Bookstart scheme

Funding for Friern Barnet and Garden Suburb community libraries.

Who is it aimed at? Who is likely to benefit?

The Council's statutory duty applies to all those who live, work or study in the borough. This

duty applies to those persons whose residence or place of work is within the borough or those who are undergoing full time education within the borough.

Consultation shows that the current restrictions on opening hours are perceived as a barrier to access for certain groups, including young people and working people. Proposals to extend opening hours in Core and Core Plus libraries in the early morning and evenings will benefit those who cannot access the library in the day time. Proposals to expand the digital library offer will also have a positive impact by allowing 24 hour access to a greater number of electronic library resources.

Proposals to deliver two new library buildings in Grahame Park and Church End will benefit all users by providing modern fit for purpose, fully accessible sites. Re-configuration of existing library buildings provides an opportunity to address outstanding accessibility issues. This will be of particular benefit to groups such as disabled people, older people and parents/ carers with children.

Opportunities to get involved with the service through volunteering and through partnership libraries is likely to benefit local people beyond the current library user population, as experience elsewhere in the country has suggested that this broadens the range of voluntary and community activity taking place within libraries.

Identify the ways people can find out about and benefit from the proposals.

A public consultation will take place on the proposed future model for library services in Barnet. A 10 week consultation will take place from October 2015 to January 2016 and will set out the proposed future model for library services in Barnet.

The consultation document, and a survey based on the proposals will be available online (at <http://engagebarnet.gov.uk>) and in print from libraries. Paper copies of the survey and consultation documents will also be available in mobile libraries and to home library users. The survey will be made available on request in different formats, including large print and easy read.

A range of measures will be taken to ensure that the consultation documents and survey reach those who traditionally do not engage with consultation, including presentation to community groups and organisations.

Consider any processes they need to go through or criteria that we apply to determine eligibility.

Any member of the public is able to access a library building during staffed opening times. To borrow items, library users must join the library. This is a simple process which can be carried out in person or online, with support available at library buildings. To use online resources residents simply have to be a member of the library and get a unique pin number. This can be undertaken in a library, via telephone or on the Council's My Account website.

The home library service is available to residents whose mobility is limited because of age, disability or illness. Users register using a short membership application form.

To use technology enabled opening hours users must opt into the scheme and receive some user education on correct practice and procedure. Children (under 16) are not eligible to register for technology enabled opening and must be accompanied by an adult during this period.

Technology enabled opening supported by volunteers will apply the same access criteria but will offer support to those who might have difficulty using the library or feel safer with volunteer

support. Technology enabled opening has been piloted at Edgware Library. It is proposed that the access arrangements established during the pilot are continued if the scheme is rolled out more widely.

How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?

The Needs Assessment looks at the demographic makeup of the Borough as well as how libraries are used. The Equalities Impact Assessment draws on the analysis in the Needs Assessment and consultation and sets out identified specific needs of each of the above groups, outlining where proposals might impact on each group and proposed actions to mitigate the impact. It also analyses the needs of unemployed people and people from areas of high deprivation as these are groups identified as having specific requirements from a public library service.

Data Sources

The review and new proposal have been informed by a comprehensive Needs Assessment (Appendix B) and consultation. Sources which have informed the analysis are;

- transaction data and management information from the library service
- performance data compiled by the Chartered Institute of Public Finance and Accountancy (CIPFA) and benchmarked against comparable local authorities
- data from the 2011 Census, the Department for Work and Pensions, HMRC, and the Indices of Multiple Deprivation
- Data modelling of the demographic breakdown on library uses based on library transaction data and census data (explanation below)
- travel time and accessibility data from Transport for London
- information on the condition of the library estate
- extensive public consultation carried out to develop the 2011 Libraries Strategy, public consultation on Council spending plans carried out in 2013, focus groups undertaken to inform options paper in summer 2014 and the recent full consultation process from November 2014 to February 2015.
- user feedback, satisfaction surveys carried out in 2009 and 2013 (with adults and children respectively)
- qualitative research from the Museums, Libraries and Archives Association and Arts Council England and on the special needs of particular demographic groups where relevant.

Available data and modelling

The library service does not collect data on many of the demographic characteristics protected under the Equality Act 2010 (this would be considered disproportionate given the purpose of the service). In cases where information is collected, such as date of birth, the data has gaps which mean it is not a reliable source of evidence about usage of the service by different groups.

For the purposes of this review, and so that the Council can use recent data to consider

whether the service meets users' needs and ensure that it has been able to comply with its duties under the Equality Act, transaction data from the financial year 2013-14 has been anonymised, weighted, and matched to data at small area level from the 2011 Census. This is then used to predict the proportion of transactional activity in each library which is being carried out by people with relevant protected characteristics. This has been used to produce an overall profile of users of the book-borrowing service and this has then been compared to the demographic profile of the Borough. The Needs Assessment makes use of detailed libraries insight data from 2014 to inform the analysis and is referred to throughout the EIA and Needs Assessment as 'modelled data'. This data is based on transactions from the year 2013-14, using this to compare library user profiles against library catchment area profiles, in order to build a sophisticated model of need across the borough. The data is referred to throughout both the EIA as 'modelled data'.

Library data illustrates that between 2013-14 and 2014-15 there was a 1% reduction in the percentage of borrowers and a 5% overall reduction in loans from library sites. With relatively small changes to library usage and a small 1.6% population increase between 2013-14 and 2014-15, conclusions drawn from the detailed insight analysis outlined above, are unlikely to have changed significantly and so 2013-2014 data has been kept as a baseline.

Data Analysis

A number of pieces of analysis have been carried out to identify the impact of the changes to the network – i.e. any significant reductions in space, opening hours or community involvement in groups of libraries under the proposed future model for Barnet's library services.

To show the impact on users, the proportion of transactions carried out by each protected group at affected libraries has been modelled as a proportion of all library activity carried out by that group. Statistically significant differences from the mean have been identified to show where impact may be disproportionately high, other more limited variations have also been noted. As described above, this analysis uses transaction data weighted using Census information and the findings should be treated as indicative and as a starting point for further investigation and monitoring.

The impact on users has also been determined by identifying the proposed changes in opening hours and library footprint and how this might impact on the needs of particular demographic groups.

Analysis also took into account information from Transport for London and the Census 2011 data, as well as GLA projections based on 2011 Census data, to identify the number of people living in areas of the Borough which, within the reconfigured library networks, would not have access to a local authority-run library within 30 minutes' travel time by public transport. Within the proposed model no libraries will close and therefore there would be no change in distances travelled for residents who want to use libraries.

Although there are no closures of physical library sites, there is a proposed change to the service offer at some sites. As detailed in the product catalogue (Appendix C) there is a different service offer in Core, Core Plus and Partnership libraries. This will mean in some libraries services previously available will no longer be available. To mitigate the impact of these changes, the locality model has been designed to ensure a geographical spread of services across the borough. In addition the Council is proposing to remove the charge for book reservations, enabling residents to reserve any book in the library stock for free from any static library site.

Finally, for all groups, the analysis includes any consultation feedback or other research relevant to the proposals. For the impact on the general population, including non-users,

information was collected through the citizen's panel survey as part of the latest consultation which ran between November 2014 and February 2015.

Overall impact

Proposal:

It is proposed that no libraries will close and therefore there is no change for residents travel times to libraries. This means that a total of 746 people in Barnet (0.22% of the Borough's population) do not have access to a library within 30 minutes' travel time by public transport (as is currently the case). Therefore, over 99% of residents have access to a library within 30 minutes, whilst 85% have access to a library within 20 minutes and 50% within 15 minutes (Based on TfL's strategic modelling).

A number of libraries will be reduced in size, there is a reduction across the network in total library footprint from 92,214 sq ft to a minimum of 46,715 sq ft. The Core Plus libraries will see a smaller reduction in library space, whilst Core and Partnership libraries will see a more significant reduction. As buildings are reconfigured non-public areas will be kept to a minimum to mitigate the reductions in library footprint.

Libraries are currently open for 634.5 hours across the borough; this will increase to 904 hours (made up of a range of sessions, including 188 staffed hours, 60 technology enabled hours supported by volunteers, 596 technology enabled hours (unstaffed). Partnership libraries will be open for a minimum of 60 hours per week between them. These changes represent an increase in opening hours of 42%. In regard to staffed sessions, Core Plus libraries will have 23.5 hours per week, whilst Core Libraries will have 15.5 hours per week. This means that in Core Plus libraries staffed opening hours will reduce of 52% (194.4 hours to 94 hours), whilst Core libraries will see a reduction in staffed hours by 66% (275.5 hours to 94 hours). Overall staffed libraries hours will reduce by approximately 70%, whilst opening hours supported by staff or volunteers will reduce by approximately 50%.

The overall increase in opening hours will be a benefit to library users who prefer to access libraries in the evening or early mornings and are happy to access library services unsupported (working age adults, especially those employed). It will also be a benefit to those non-users who do not access the library because it is not open at times that suit them. The expansion of the digital service will also be a significant benefit for library users who require access to a wider range of online resources.

The reduction in staffed opening hours will have the biggest impact on those who may require support to access the static library sites or utilise the library during technology enabled opening. The reduction in staffed hours will mean less support available in the library to get advice, information and to utilise the resources in the library. Consultation feedback suggests this is most likely to impact on older people, people with disabilities and the unemployed. The use of volunteers as part of the facilitated open library, training and information sessions about technology enabled libraries, use of the home and library service and the development of virtual enquiry will help mitigate the impact on these groups.

Another group who will be impacted by the changes will be under 16's who access library services but are not supported by an adult (18+). The 24 hour a day, seven day a week digital library service, working closely with schools to allow visits and outreach to continue as well exploring alternative locations where study space is available for children and young people will mitigate the impact of the changes.

Core Plus libraries account for 36% of transactional library activity, whilst Core Libraries account for 45% and Partnership libraries for 20% respectively. This means that the reduction in opening hours at Partnership Libraries will impact on 20 per cent of those who use libraries,

whilst the reduction in library footprint and staffed hours at Core Libraries will have the biggest impact on residents, as these libraries equate to close to half of all library activity.

The table below details any differential impact on each equality strand, before looking at implications on particular libraries or categories of libraries.

The qualitative data, unless otherwise stated, is drawn from the four major consultation exercises carried out in Barnet with regard to libraries, in 2011, 2013, 2014 and most recently 2014/15. The Quantitative data is drawn from a range of sources and is outlined in more detail in the Needs Assessment (Appendix B to the main report).

1. How are the equality strands affected?			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>General considerations:</p> <p>All adults</p> <p>The library service's strategic objectives continue to promote its reading and learning opportunities for adults: this has been identified as a key area for the service.</p> <p>Impact on this group will be minimal, as adults (16+) will be able to use libraries in all library sessions (staffed, unstaffed and facilitated).</p> <p>Older people</p> <p>Latest projections suggest that by 2030 the number of people aged 65 and over is projected to increase by 34.5%, over three times greater than other age groups. The growth in the number of over 85's is even more significant, increasing by two-thirds (66.6%) by 2030. It is anticipated that the increase in the number of over 85's will mean more residents with mobility issues who are unable to access physical libraries.</p> <p>Older People made up a third (33.1% of adults 18 and above) of respondents to the main questionnaire as part of the latest consultation, although they account for 13.1% of library users, similar to the borough profile (13.8%).</p> <p>Older people were particularly unsupportive of plans to use technology to extend opening hours or replace staff, due to worries about staff availability, especially in regard to support with IT. Older people may also be concerned by an increase in the use of volunteers as they see this as a potential decline in the quality of service.</p> <p>However, older people will benefit from the current proposal through increased</p>	<p>Older people</p> <p>Care to be taken to communicate and explain any changes in use of volunteers and technology enabled opening hours</p> <p>Ensure volunteers are trained to support older people with using technology/self-service machines.</p> <p>Train older people to use technology enabled library sessions and self-service technology. Also explore use of buddying schemes allowing older people to use technology, especially for over 75s.</p> <p>Continued home and mobile service offer to support those who cannot access a physical library.</p>

	<p>access to information, online facilities, and accessible buildings. All these are priorities for this group. The continuation of the home and mobile library service will support older people who cannot access a physical library.</p> <p>According to a Communications Market Report by OfCom (2014), whilst two-thirds of those aged 65-74 have access to the internet at home, only a third of those aged 75+ do so,. Those who can access the internet will be able to use the digital library 24 hours a day. This group is also more likely to be able to use self-service technology at local libraries. Hence, it is those over 75 who are likely to be most affected.</p> <p>As older people are more likely to be concerned about reductions in staffing levels, a reduction in staffed hours of 70% will potentially have a negative impact on this group. It is most likely this will have a more significant impact on those over 75, as this group is generally less technologically adept and is also more likely to be isolated.</p> <p>Whilst there will be an impact on older people due to reduced staff opening hours, the impact on older people will not be significant as modelled data indicates that none of the proposed core libraries are significantly overused by 65+ users, although the high response rate from older people in the consultation demonstrates the importance to this cohort.</p> <p>The reduction in opening hours at Childs Hill could have a disproportionate impact on over 65s according to modelled data, as it is estimated that 24.1% of those who use this particular library are over 65, compared 13.1% usage for the borough as a whole.</p> <p>Children and young people</p> <p>Compared to resident population, modelled data suggests residents aged 6-9 years old use libraries significantly more than average (14.5% of 6-9 year olds compared to 5.2% of the borough population). Modelled data also suggests 14.5% of 0-5 year olds use libraries compared to 8.8% of the borough population and 10-15 year olds make up 11.4% of library users compared to 7% of the boroughs population.</p>	<p>Children and young people</p> <p>Schools to be briefed on 'open' library technology to allow visits and outreach to continue during unstaffed hours (e.g. staff signed up to Open+ system).</p> <p>Ensure children and young people are aware of how to access digital library.</p> <p>Work with partnership libraries to ensure there is an offer for 10-15 year olds to study and learn.</p> <p>Explore alternative locations where study space is already available for children and young people.</p> <p>Monitor levels of activity aimed at both children and young people to ensure new service model is meeting their needs.</p> <p>Advertise staffed and facilitated opening hours clearly across each</p>
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	<p>In the consultation qualitative focus groups with parents of children aged 0-15 and with young people themselves as well as a targeted ‘young people’s’ questionnaire ensured that this user group’s voice was heard.</p> <p>Young people were generally unsupportive of library closures or plans to make libraries smaller, but were supportive of plans for generating income and using technology to extend opening hours, as long as this didn’t restrict their future library access.</p> <p>For safeguarding reasons it is proposed that unaccompanied children will not be able to use libraries when they are not staffed. This will apply to the technology enabled opening sessions and those sessions supported by volunteers. They are therefore likely to see a net reduction in times when they can access the library.</p> <p>The number of hours that a resident under 16 can access a library unaccompanied will reduce from 643.5 to a minimum of approximately 248 hours in the proposed model. The reduction in floor space will also impact on young people’s ability to access study space.</p> <p>For children who currently access services unaccompanied by an adult, there will be fewer hours they can attend the library. Modelled data suggests this might have a particular impact at Edgware (44.3% of users are under 16) and Grahame Park (55.1% of users are under 16) libraries which are both significantly over used by children under 16, compared to the percentage of this age group in the general population (21%). However, if accompanied by an adult this group will benefit from extended opening hours.</p> <p>It is estimated that the majority of children under 10 years old access the library accompanied by an adult, the impact on this group will be felt predominantly by 10-15 year olds. Modelled data suggests this group account for 11.4% of library users. This is partly mitigated by the expansion of the digital library, which will be available 24/7 and the fact the majority of Barnet’s secondary schools have libraries where students can study. Therefore the reduction in hours and study space are most likely to impact on 10-15 year old cohort, especially GCSE students who are studying for exams and do not have study space at home.</p> <p>Modelled data indicates that the following libraries are overused by 10-15 year</p>	<p>locality so those who need support know when they can get support.</p> <p>Advertise range of activities available to children and young people and their families in Barnet.</p> <p>Continued traded service to schools, supporting the delivery of literacy and learning support.</p> <p>Introduction of children’s fines will be widely advertised to ensure there is not a disproportionate effect on low income families.</p>
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		<p>olds: Golders Green (16.2% of users), Burnt Oak (16% of users), Edgware (14.3% of users), and Grahame Park (13.6% of users). The proposed locality model will ensure that opening hours are designed to maximise access to libraries across a geographical area. This will mitigate some of the impact of reduced staffed hours on the 10-15 year old age group.</p> <p>The reduction in footprint may also have an impact on the number of activities offered to children and young people. This could be of particular concern to libraries overused by 0-5 year olds. 20.1% of library users at South Friern are under 5, compared to 8.7% in the local area and 8.8% of the borough's population.</p> <p>Plans to introduce small fines for children's books may disproportionately affect children from low income families for example in Grahame Park, Burnt Oak and Childs Hill.</p> <p>Working age adults</p> <p>Working age adults are underrepresented according to modelled data (44.9% of library users compared to 62.8% of the borough population) and will benefit from extending opening hours in the evening and early morning using technology enabled opening hours, especially those in employment who have expressed desire for more evening opening hours.</p> <p>This may be of a particular advantage to users of Church End library, which has higher levels of working age adult users compared to other libraries (49.1% compared to 62.8% of the borough population). Other areas with higher than average levels of working age adults are Hendon library (53.8%) and Golders Green (47.3%), who will not have the benefit from technology enabled opening hours extending opening hour in the evening.</p>	
<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>Modelled data suggests that disabled residents account for roughly 14% of library usage, with 6.5% of transactions being carried out by people whose day to day activities are limited 'a lot', and 7.5% by people whose day to day activities are</p>	<p>Access measures such as easy read symbols to be used to ensure people with learning disabilities</p>

	<p>limited 'a little'. People whose day to day activities are limited 'a lot' make significantly higher use of libraries in Burnt Oak, Childs Hill and Grahame Park, and relatively low use of the libraries in Church End, Hendon and Mill Hill.</p> <p>In the 2014-15 consultation disabled people made up 9.9% of respondents to the main questionnaire and 14.4% of Citizen's Panel respondents (unweighted), compared to 11.7% of the boroughs population.</p> <p>Consultation responses both to the main questionnaire and at targeted focus groups in 2014/15 revealed that disabled residents had some specific views around potential changes to the service:</p> <ul style="list-style-type: none"> ▪ A high proportion of disabled respondents strongly disagreed with plans to reduce staffed opening hours. ▪ A high proportion of disabled respondents also strongly disagree with proposals to technology enabled opening hours as either a replacement to staff or using technology to extend opening hours. ▪ Focus groups echoed these concerns with those with physical disabilities most concerned about their ability to use new technology. <p>People with disabilities also generally welcomed improvements in access, including better buildings and increased opening hours, although there is a risk that people with disabilities may struggle to use libraries without volunteer or staff support. Respondents have stressed the importance of working toilet facilities and user-friendly furniture (Barnet, 2011). More generally, access is seen as a potentially significant issue for disabled users by both users themselves and by others (Barnet, 2011, 2014).</p> <p>People with sensory impairments may find it more difficult to navigate technology enabled opening hours. However, there are alternative routes which this group has identified as more convenient for access to literary resources, including library e-books, content available directly from the Royal National Institute for Blind People (RNIB), and the home library service.</p>	<p>can use open libraries.</p> <p>Ensure volunteers are trained to support people with a range of disabilities to access the library during facilitated opening hours.</p> <p>Advertise staffed and facilitated opening hours clearly across each locality so those who need support know when they can get support.</p> <p>Development of an enhanced volunteer offer should mitigate many issues. However, it will be important to offer reassurance to vulnerable residents that volunteers have been thoroughly trained, including safeguarding training.</p> <p>Monitor take-up of service by disabled people, including home library service, to be monitored to identify any developing issues.</p> <p>Disabled people directly invited to feedback</p>
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	<p>People with sensory impairments had some concerns about the skills of volunteers and sought reassurance that volunteers would be properly trained, including safeguarding training.</p> <p>Looking at library usage as a whole, users whose daily activities are limited ‘a lot’ use libraries comparatively to the percentage of the borough population (6.6% of library users compared to 6.5% of borough population) according to modelled data.</p> <p>Core libraries</p> <p>An overall increase in opening hours at Core libraries could have a positive impact on people with disabilities and their carers if they are able to access Open+ libraries and using self-service technology. The role of library staff was identified in the consultation as being important in supporting disabled users, and those with learning difficulties, to use technology reliant services.</p> <p>For those who cannot use Open+ libraries or do not feel confident to use libraries in these sessions, there will be a negative impact with the reduction in staffed opening hours. According to modelled data, this will be particularly pronounced at libraries in Burnt Oak, which is overused by people whose day-day activities are limited ‘a lot’ (7.8% of library users compared to 6.6% of borough profile) and at Osidge which is overused by users with activities limited ‘a little’ (8.1% compared to 7.4% of the boroughs population).</p> <p>A reduced library footprint under this offer may impact on people with learning disabilities who reported in consultation that they valued the space libraries offered again, this will likely have the most impact at Burnt Oak and Osidge. The proposed locality model also ensures that opening hours are designed to maximise access to libraries across a geographical area.</p> <p>Core Plus</p> <p>Longer opening hours through Open+ will benefit disabled library users. People with learning disabilities and people with mental health issues both focused on</p>	<p>specifically on ‘open’ library pilot.</p> <p>Consider options for improved access proposed by and for people with sensory impairments.</p> <p>Training for people with disabilities to use the library during technology enabled sessions.</p> <p>Use of mobile library service can support groups with disabilities. However, people with disabilities have reported they were unaware of the mobile library, therefore it is important to improve marketing of this service to people with disabilities.</p> <p>More publicity of home and mobile library services via disabled people’s support groups and/or social care contact routes to ensure users are aware of the service.</p> <p>For those who can only access Partnership or Core Libraries (with smaller stock selection)</p>
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		<p>libraries' role in reducing isolation and will benefit from the continuation of rounded provision in these libraries.</p> <p>However, people with disabilities and learning difficulties will be less able to use the library during technology enabled sessions and the number of staffing hours is proposed to reduce by over 50%. The impact may particularly significant at Chipping Barnet library, which is overused by users with activities limited 'a lot' (7.1%) and 'a little' (8.1%) according to modelled data.</p> <p>Partnership</p> <p>The reduced offer at Partnership libraries may impact people with disabilities or learning difficulties as, if they can't travel far, they will only have access to a limited range of resources. People whose disability limits their activity 'a lot' are significantly overrepresented in current usage of the Childs Hill library (7.4% of library users compared to 6.6% of the borough population) according to modelled data, and therefore may be impacted most by these proposals.. However, the proposed locality model will ensures that opening hours are designed to maximise access to libraries across a geographical area. Overall this group will see a minimal adverse impact from the changes, with mitigating actions outlined in the right hand column of this table.</p>	<p>residents will be able to reserve stock from across the library network for free.</p>
<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>General considerations</p> <p>The library service does not collect user data on gender reassignment and this data is not available from the 2011 Census. Respondents to the 2014/15 consultation were not asked about their gender identity.</p> <p>GIRES, the Gender Identify Research and Education Society, estimate that 0.6-1% of the population may experience gender dysphoria (a medical term used to describe the negative feelings associated with the sense that a person's gender identity doesn't match up with the body they were born in). If this proportion held locally it would suggest that 750-1000 library users might be affected.</p> <p>National research suggests that people affected by gender dysphoria, particularly children and young people, often have difficulties because of a lack of relevant information about issues which affect them and improved access to information is</p>	<p>Ensure digital offer and future stock purchases take this group's needs into account.</p>

		<p>therefore likely to have a particular benefit for this group.</p> <p>Improved access to information (longer opening hours and more digital information) should have a positive impact on this group.</p>	
<p>4. Pregnancy and maternity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>Physical access to library buildings, internal and external, is important for parents who often need to use cars to transport children. As the proposed model retains all of the current static library sites across the borough there is limited impact on pregnant women and women with small children in terms of accessing library buildings. .</p> <p>Parents say that they are more likely to use online services and will benefit from increased provision of e-resources from the digital library. Parents were also more supportive of any potential increases in opening hours and are likely to benefit from this change.</p> <p>Reduced footprint and less available space to run events may affect new parents taking their children to targeted events.</p>	<p>Communicate availability of e-resources to improve take-up.</p> <p>Encourage community libraries to provide parent-focused events.</p> <p>Events for young children and their parents will still be a priority in the new model.</p> <p>Where events have been reduced, libraries will provide more information about early years support available at other locations such as Children’s Centres.</p>
<p>5. Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>The majority of library users are white (66.2% compared to 64.1% of the borough population) so this group is more likely to be affected by proposals. In general there is an underrepresentation of ethnic minority groups who are library users compared to the wider ethnic profile of the borough, and the data suggests there is no ethnic group who are significantly over-represented in library users compared to the borough’s population.</p> <p>Targeted consultation showed that BAME residents support the idea that libraries should be maintained as physical spaces. Improvements to the estate should</p>	<p>Particular care to be taken when organising sessions for voluntary and community groups interested in running libraries, to ensure that these are accessible to and attended by appropriate community representatives given the</p>

	<p>benefit this group. BAME residents have also expressed higher levels of support for change, particularly increased volunteering and use of self-service technology. These particular changes to the service may have a particular benefit for this group. Non-white respondents in the main questionnaire were more supportive of using volunteers to enhance the services provided by paid staff (29% strongly agreed compared to 19% of white respondents). Focus groups (9 residents) also suggest that BAME residents were supportive of later opening hours and technology enabled libraries.</p> <p>There is some evidence in the Needs Assessment which suggests that Gypsies and Travellers may use the library service significantly less than other demographic groups, although numbers are very small (0.035% against a Borough average of 0.037%). This group is a very small demographic of the population of Barnet.</p> <p>Core</p> <p>According to modelled data Burnt Oak library is situated in a ward with one of the highest levels of BAME users (50.7% of users), although as there is no change to the opening hours of the library there should be no impact on this group.</p> <p>The overall maintenance of opening hours at Burnt Oak will limit the impact on this group.</p> <p>Core Plus</p> <p>The new library at Grahame Park will benefit BME users who make up a majority (59.9%) of the population in Colindale. The percentage of library users at Grahame Park matches the ward demographic according to modelled data, with 58.7% of library users being non-white. This group will also benefit from technology enabled library sessions that will increase opening hours at all Core Plus libraries.</p> <p>Partnership</p>	<p>makeup of the library user base.</p> <p>Outreach with Gypsies and Travellers to identify whether there are any barriers to use of the service and suitable mitigation measures if barriers are identified. Early years and play activities can be a successful route for engagement with Gypsy and Traveller communities and may provide opportunities here.</p>
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		<p>During the consultation period, members of the Gypsy and Traveller Focus group were in support of a community library model and felt this would be more inclusive giving members of their communities' opportunities to be involved in the running of libraries.</p>	
<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>Modelled data suggests that the proportion of use by Jewish people is higher than would be expected given the makeup of the Borough's population (17.5% of library users compared to 15.2% of the boroughs population), while Muslim residents use libraries slightly less than would be expected given the makeup of the Borough's population (9.2% compared to 10.3% of the boroughs population). In response to the main questionnaire, 21.5% of respondents were Jewish and only 2.3% were Muslim.</p> <p>This finding contrasts with the national Taking Part survey, which monitors the uptake of cultural events among different demographic groups. This survey shows that there are differences in participation between religious groups and that Muslims are significantly more likely to use libraries than other religious groups (DCMS survey, cited in MLA, 2010).</p> <p>The modelled data also suggests that some libraries are used more than would be expected by people from particular religious groups. Muslim residents are relatively heavy users of Burnt Oak (16.5%) and Childs Hill (15%) libraries. This closely matches the wards which according to the 2011 census have the highest Muslim population, Colindale (19.3%), Burnt Oak (18.4%) and Childs Hill (14.2%).</p> <p>Barnet has the highest number of Jewish residents in the country. Jewish residents are heavier users of Edgware (32.1%), Golders Green (40.4%), Hendon (26.3%) and Mill Hill (21.3%) according to modelled data. This matches the wards with the highest Jewish population, Garden Suburb (38.2%) Golders Green (37.1%), Edgware (32.6%), Hendon (31.4%) and Finchley Church End (31.2%).</p> <p>Core plus</p> <p>Extended opening hours under this offer would benefit Jewish residents who are heavy users of Edgware library according to modelled data as they would be able</p>	<p>Engage further with the Muslim community as part of the consultation to understand potential differential use of library service by Muslim residents.</p> <p>Ensure technology enabled library sessions are communicated effectively to Muslim and Jewish communities where they over-use library services.</p> <p>Ensure the Jewish community are engaged in discussions around community libraries, especially in regard to Mill Hill library where there is a higher than average percentage of library uses who are Jewish.</p> <p>Review the mobile library to identify any potential</p>

		<p>to use libraries on a Sunday. As Jewish users may not use libraries on Saturday due to religious commitments, there is a risk that those who require support from staff might be negatively impacted by the longest staffed opening hours at Core libraries being on Saturdays. The proposed locality model, however, also ensures that opening hours are designed to maximise access to libraries across a geographical area.</p> <p>Partnership Modelled data suggests Mill Hill library has a higher percentage of Jewish library users (21.3%) than the borough population of 15.2%. Therefore the potential reduction in opening hours and footprint may impact on this group more significantly. The proposed locality model also ensures that opening hours are designed to maximise access to libraries across a geographical area.</p>	<p>gaps in coverage.</p> <p>A spread of opening hours across days of the week in each locality ensures the service accommodates those with religious commitments.</p>
<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>The modelled data suggests that library usage by men and women broadly mirrors the profile of the borough overall, with approximately 47.9% usage by men and 52.1% usage by women (compared to estimates that 51.5% of the borough are female and 48.5% male).</p> <p>In the 2014/15 consultation, women were over represented as a proportion of respondents to the main questionnaire making up 64.4% of respondents. However, there was limited difference in responses between male and female respondents although men were more likely than women to agree with increased use of self-service technology.</p> <p>Men are also slightly more likely to strongly agree with an increase in use of technology in libraries to extend opening hours and replace staff, whereas women are more likely to raise concerns around security using unstaffed libraries (24% women, 15% men) as part of the main questionnaire.</p> <p>Some gender differences also emerged in responses to the 2011 consultation. The most significant of these were:</p> <ul style="list-style-type: none"> ▪ Men were more likely than women to agree with increased use of self- 	<p>Detailed user analysis will be undertaken at the end of Open Plus Pilot project. As part of this undertake further consultation to understand why females are not using Edgware library as part of the Open Plus Pilot.</p> <p>The use of volunteers to support facilitated technology enabled library sessions, will help people feel safer about the use of unstaffed libraries.</p>

		<p>service technology.</p> <ul style="list-style-type: none"> ▪ Men were more likely to access online resources while women were more likely to borrow books. ▪ Women were more likely than men to cite parking as a problem. ▪ Women were more likely than men to request longer opening hours. 	
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>General considerations</p> <p>The service does not hold data on this characteristic and few consultation responses have been received from lesbian, gay or bisexual (LGB) people. If the number of LGB people using libraries were similar to their rate within the general population they would make up approximately 6% of library users (2,990 active borrowers).</p> <p>A small proportion (5%) of respondents to the main questionnaire in the 2014/15 consultation identified themselves as 'non-heterosexual'. Whilst this response rate is too low to draw out specific findings, non-heterosexual respondents were more likely to agree with using volunteers to enhance the service provided by paid staff and to agree with the redevelopment of library sites.</p> <p>Evidence from elsewhere suggests that this group benefits from increased access to information and that it is necessary to provide appropriate materials. The library service already provides some tailored materials.</p>	<p>Ensure digital offer and future stock purchases take this group's needs into account.</p> <p>The library service stocks materials tailored to LGB people. Research carried out elsewhere (Voice Counts, a 2010 consultation carried out in Hertfordshire) identified a need for libraries to continue to provide specific media relating to LGB people and access to relevant information.</p>
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No specific differential impact identified for the general principles of change to the service.</p>	<p>Monitoring for marital status among service users is likely to be experienced as intrusive, so to ensure that any barriers are identified in this area, the deliberative events planned as part of the Council's consultation should be commissioned</p>

			so as to recruit people with different marital statuses.
<p>10. Other key groups?</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Unemployed people</p> <p>Unemployed people are one of the groups identified as having particular requirements from libraries by Sue Charteris’s inquiry into the Wirral libraries strategy (Charteris, 2009).</p> <p>The number of unemployed people (those receiving Job Seekers Allowance or out of work benefits) using libraries matches the profile of this group in the wider population. Unemployed people in Barnet are in favour of online services but may not know about alternative ways of accessing services, such as job clubs or e-books.</p> <p>There is potential that reduced staffed opening hours at some libraries will have an impact on those areas with the highest levels of unemployment. Although the broader increase in opening hours should benefit this group. The highest percentage of the population receiving out of work benefits is in Burnt Oak (15%), Underhill (12%) and Golders Green, Childs Hill and West Hendon (all 11%).</p> <p>Core</p> <p>Improved opening hours as part of this offer will positively impact unemployed people as they will have more access to libraries and their services including computers. However, a reduction in support from staff may have a negative impact if unemployed people feel uncomfortable using unstaffed libraries. A reduction in the number of computers available in libraries could also have a negative impact on this group. This could have a more significant impact on Burnt Oak, due to the higher percentage of residents receiving out of work benefits.</p> <p>Core Plus</p> <p>According to the modelled data Grahame Park library has the highest percentage of job seekers allowance claimants (3.3%) and claimants of out of work benefits (13.6%) according to modelled data and therefore this group will benefit from a new state-of-the-art library with good access and technology enabled opening</p>	<p>Unemployed people</p> <p>Ensure the sign up process for Open+ is clear, simple and is publicised to unemployed people.</p> <p>Ensure training for those who cannot, or feel uncomfortable, using technology enabled libraries or self-service technology.</p> <p>Areas of deprivation</p> <p>Explore use of the mobile library to access some areas of deprivation.</p> <p>Engage with disadvantaged groups early on in relation to community libraries.</p> <p>Ensure the sign up for use of technology enabled sessions is clear, simple and is publicised to unemployed people.</p>

		<p>ensuring the library is open 7 days a week.</p> <p>People from areas of high deprivation</p> <p>Whilst Barnet has relatively low levels of deprivation, there are exceptions to this. Burnt Oak is located in the top 20% of deprived areas nationally. The Colindale replacement site for the Grahame Park library is also currently in the top 20% of deprived areas although regeneration plans mean this is likely to change. Moreover, Colindale and Burnt Oak also have the highest levels of child poverty (37% and 36% respectively). Both these areas also have the lowest average household incomes of all Barnet wards at £30,125 (Colindale) and £25,930 (Burnt Oak) compared to the Barnet average of £41,658.</p> <p>Childs Hill, Osidge and South Friern are all close to areas which are in the most deprived 30% nationally and East Finchley is near two areas in the most deprived 20%.</p> <p>Increased opening hours may have a positive impact on service users living in more deprived areas of the borough where fewer people have access to other sources of books and information generally, or who don't have access to a computer at home so rely on the libraries to access this facility. There is a risk that reduced staffing hours will have a negative impact on those who cannot use self-service technology or rely on support to access libraries. A reduced library footprint, including a reduction in the number of computers could also have a negative impact on those who do not have access to computers at home.</p> <p>A reduced library footprint and the subsequent reduction in the number of events that can be run may also negatively impact users from disadvantaged backgrounds as they may not be able to afford to pay for groups/ activities available outside libraries.</p> <p>Plans to introduce small fines for children's books may disproportionately affect children from low income families for example in Grahame Park, Burnt Oak and</p>	
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		<p>Childs Hill.</p> <p>Core</p> <p>Increased opening hours will positively impact users from more deprived households. However, a reduction in library footprint and computer space, as well as a reduction in staffed hours, could negatively impact on users of libraries in Burnt Oak and to a less extent East Finchley, which are in, or close to areas of deprivation.</p> <p>Core Plus</p> <p>People from deprived households will benefit from the extended opening hours that this offer provides. Partnership</p> <p>Under this new proposal, Childs Hill a library which has high usage by deprived residents, would become a partnership library. This could mean a reduction in the number of opening hours at this library, and therefore access for deprived residents.</p> <p>Students in full time education</p> <p>There were 28,910 students in Barnet at the time of the 2011 Census.</p> <p>Under these proposals a strategic partnership is sought with a local education provider. This may result in services more tailored to the needs of students in full time education.</p> <p>Potential reductions in study space as part of reductions in the size of the library footprint might prove problematic for this group.</p>	
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<p>2. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</p>
<p>Satisfaction ratings may initially drop among service users and the public as the upcoming decision will be a difficult one. Ultimately, the proposals will aim to provide a renewed library service with an increased satisfaction rating.</p>
<p>3. How does the proposal enhance Barnet’s reputation as a good place to work and live?</p>
<p>The proposal develops an innovative model for library provision which will strike the appropriate balance between maintaining the level of service and finding the efficiencies needed. The proposal will keep all libraries in Barnet open, ensuring almost 100% of Barnet residents are within 30 minutes of a library.</p> <p>The proposal will use technology to increase opening hours at libraries from 620.9 hours to 904 hours, allowing residents to access libraries at more convenient times (e.g. after work and at weekends). This will make libraries more accessible to those who currently do not access libraries due to the constraints of the working day.</p>
<p>4. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</p>
<p>The consultation exercise was carried out to a high level of transparency by an independent, trusted facilitator, Opinion Research Services (ORS), via a robust process which will seek to assure people of the validity of the findings.</p> <p>The Council has taken into account the responses from the consultation questionnaire and focus groups, which were targeted to ensure they covered the diverse communities of Barnet, to develop the proposal outlined in this paper.</p> <p>The prospect of community involvement in running libraries – even if simply as a volunteer – has a positive impact on residents’ engagement with other services.</p>
<p>5. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?</p>
<p>The consultation built in a mid-point review to monitor uptake and enable targeted work with any underrepresented groups. This was undertaken, with children and young people and residents in the west of the borough targeted in the latter stages of the consultation. This EIA outlines the potential impact and mitigations in regard to different demographic groups in the borough.</p> <p>The upcoming consultation will also monitor uptake from across Barnet communities, ensuring all residents can engage with the process.</p>
<p>6. How will the new proposals enable the council to promote good relations between different communities?</p>
<p>By designing a library service suitable for all and able to run efficiently enough to safeguard services for the most vulnerable, the Council will ensure that the needs of all stakeholders are met and promote good relations between them.</p>
<p>7. How have residents with different needs been consulted on the anticipated impact</p>

of this proposal? How have any comments influenced the final proposal?

Previous library strategy consultation and other relevant engagement:

Consultation for the Strategic Review of the London Borough of Barnet Library Service (January 2011)

- A consultation was undertaken to inform the 2011 strategic review. Initiated in 2010, its key objective was to establish how to modernise and develop libraries in the borough within a reduced budget. The consultation comprised three different strands:
 - 6 group discussions in November 2010 convened by Alpha Research with people who live, work or study in the borough. Each group formed a representative sample of people from across the borough, with good spread by demographics and library usage. All discussions involved at least 8 respondents.
 - Consultations from October to December 2010 with various community and voluntary organisations and their members, convened by CommUNITY Barnet. The consultations involved 27 different targeted groups with protected characteristics. Focus groups and ballot box presentations were the predominant methods used, with some short informal workshops also held.
 - A general population online survey, designed and hosted by the London Borough of Barnet on their website, running from October to December 2010, received 1670 responses (non-user responses supplemented by 60 telephone interviews conducted by Alpha Research). An additional online survey for young people, running from November to December 2010, received 58 responses.

Priorities and Spending Review Engagement (October - December 2013)

- In September 2013 the London Borough of Barnet commissioned OPM to consult with local residents, service users, and businesses to help inform the Priorities and Spending Review for 2015-2020.
- The consultation involved 3 Citizens' Panel workshops (a total of 78 residents) and 16 focus groups (a total of 137 residents) that were held between October and December 2013. The workshops included a reflective sample of the local population while the focus groups were targeted at specific service users, businesses and some protected characteristic groups.
- The objectives of the research were to:
 - understand residents' views at the formative stage of the Priorities and Spending Review
 - communicate to participants the need for the council to conduct the Priorities and Spending Review set in the context of the Government's continued austerity programme and rising demand for council services.
 - gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the Priorities and Spending Review over the next five years
- While none of the groups discussed libraries in detail they were mentioned in all 3 Citizens' Panel workshops, most of the social care user groups, young people's group, and BAME group. There was a clear view across the groups that discussed libraries that they need to widen their offer.

Priorities and Spending Review Call for Evidence (March - June 2014)

- A Barnet Challenge online Call for Evidence was conducted by OPM from March to June 2014 as part of the Priorities and Spending Review consultation. The aim of the survey was to hear the views of organisations, businesses and residents on the future of Barnet, how the council can ensure that public services best meet the needs of the borough, how the council can change and how organisations and individuals can play a part in meeting Barnet's challenges during this time.

- Evidence was sought on two main topic areas:
 - ideas on the future of public services in Barnet, and how organisations and individuals can play a role in providing some of these services
 - ideas on how the Council could be more entrepreneurial and generate more income
- 20 responses were received from individual residents, 7 from organisations.

Consultation, research and engagement at the formative stage to inform the development of the Library Options Paper to be considered by the Children, Education, Libraries and Safeguarding Committee on 28 October 2014 (August - September 2014)

As part of the evidence-led review of its library service, the Council commissioned a series of focus groups to discuss the current library service and what residents expect from library services in the future. The consultation was designed, facilitated and reported on by OPM, an independent research organisation:

- 11 focus groups (a total of 88 residents) were held during August and September 2014 - one-off 1.5 hour group discussions aiming to capture the views of users and non-users of library services.
- The focus groups were selected to ensure a representative sample across groups identified as having particular needs in the Charteris Review and groups with protected characteristics. Further details can be found below.

Recruitment ensured a range across the following criteria:

- Age
- Gender
- Households: single, couples and families
- Ethnicity and religion
- Socio-economic areas
- Geographical areas

Groups identified as having particular needs in the Charteris Review and with protected characteristics were also targeted in the individual focus groups as listed below:

- General population users
- General population non-users
- General population users and non-users (mixed group)
- Older people (over 65s)
- Range of BAME residents
- People with learning disabilities
- People with disabilities
- People with mental health issues
- Unemployed people
- Low income households/people living in areas of high deprivation
- Young people

In addition, four in-depth interviews were carried out with people with sensory impairments by an independent facilitator and added to the main report as a separate section.

Full Consultation on three proposed options, lasting from 10 November 2014 to 22 February 2015, a total of 15 weeks.

The consultation took the form of a public survey, divided into three sections, which ask for:

- views on each of the component proposals which made up the options, on the options themselves, and on any other ideas they had for the future of the service (respondents had the option to complete this section only);
- views on the current library service and how this could be enhanced for both users and current non-users of the service;
- equality monitoring information (optional)

The key consultation mechanisms included:

- an open public survey, available online and in paper versions and in an Easy Read format (paper copies available from libraries for a 12 week period)
- a survey of the Citizens' Panel
- 12 focus groups, including one for non-users and one for infrequent users
- a variety of in-person public consultation events including drop-ins at every library and three public meetings
- engagement with stakeholder groups such as the Barnet Seniors' Assembly and Barnet Centre for Independent Living.

In total, London Borough of Barnet received over 3,800 responses to the consultation through its various strands. Broadly, this broke down to; around 3,000 responses to questionnaires, over 300 attendees at drop-in sessions at libraries, over 100 attendees at focus groups, and around 170 attending LBB meetings.

The feedback from this consultation, alongside more detailed design work has informed the proposals outlined in this paper, to be considered by the CELS Committee in September 2015. All the feedback, including respondents' alternative ideas for the future of the service, was analysed by Opinion Research Services (ORS), an independent research organisation that produced a full and comprehensive report for the Council outlining findings in July 2015. The full ORS report is included as Appendix H, which outlines the feedback. The Options Appraisal paper outlines how the consultation feedback, including feedback from different demographics, has impacted on the proposed future model for library services in Barnet.

Overall Assessment

8. Overall impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input checked="" type="checkbox"/>	No Impact <input type="checkbox"/>
9. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	

10. Outcome			
No change to decision <input type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input checked="" type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

11. Please give full explanation for how the overall assessment and outcome was decided
<p>At this stage the decision for the Children’s, Education, Libraries and Safeguarding Committee is to approve for public consultation a proposed future model for library services in Barnet, taking into account a range of key factors, including views of residents, Needs Assessment and Equalities Impact assessment.</p> <p>Mitigation measures have been identified for the majority of adverse impacts and the Equalities Impact Assessment will be updated following further public consultation for the final decision on the future model of library services in Barnet.</p>

¹ ‘Impact Not Known’ – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**Equalities Impact Assessment
EIA 13 relates to (CELS saving S7)
Education and Skills New Delivery Model
ADM: Cambridge Education Final Tender**

Employees, Service Users and Residents - October 2015

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Equalities Impacts Assessment (EIA) updates	
•	June 2014: EIA first completed
•	August 2014: Updated EIA (appendix to draft OBC – CELS Committee September 2014)
•	December 2014: Updated EIA (appendix to final OBC – CELS Committee January 2015)
•	June – August 2015: Reviewed during the procurement process at Outline Solution and Detailed Solution stage
•	October 2015: Updated after receiving the final tender (appendix to FBC – CELS Committee November and Full Council December 2015)

Names and roles of officers completing this assessment	
Lead officer	Val White, Programme Director – Education and Learning
Representative from internal stakeholders	Ian Harrison, Education and Skills Director Alison Dawes, Head of Education Partnership and Commercial Services

Representative from external stakeholders	External stakeholders were not involved in the review of this EIA though their views have been captured throughout the project, including the evaluation of the final tender.
HR Representative	Liz Hammond, HR Lead
Legal Representative	Sarah Wilson, Principal Lawyer (HB Public Law)

Executive Summary

An Employees Equalities Impact Assessment and Service User/Resident Equalities Impact Assessment have been carried out in relation to the future delivery of education services in Barnet. The assessments cover potential impacts on employees and service users/residents. These documents were updated or reviewed at key milestones throughout the project, and consideration of equalities was embedded in the procurement process.

The overall impact on equalities was determined in the Final Tender stage, when the evaluation of Cambridge Education's final tender was undertaken and the full business case was being developed. The impact assessment for employees identifies a bigger impact on women than men. This is due to the fact that women make up 93% of the affected workforce. Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive, due to the commitment to London Living Wage, the proposed arrangements for staff recruitment, retention, motivation and development, and the fact that there are no planned redundancies. For service users, the proposals could potentially have the largest effect on school-age children and those with a disability. However, the impact assessment for residents and service users identifies a neutral impact overall, as services will continue to be provided to the current level and quality.

It is also viewed that Cambridge Education will provide services which recognise and accommodate the diversity of Barnet children and young people and employees. This is particularly noted in the catering service where specialist provision is required for faith groups. There has also been a commitment to a range of Barnet human resources policies and practices, which include the Equalities Policy and Employment of People with Disabilities which seeks to eliminate discrimination and encourage diversity amongst its workforce.

Cambridge Education plan to conduct service reviews as part of their 100 day plan to mobilise the services. Any proposed changes to service level provision will require further consideration of the equalities impact on employees and service users/residents. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision.

1. Introduction

1.1. Project Overview

This project was established to implement a new way of delivering the Council's Education and Skills service in order to:

- Achieve the budget savings target set by the Council
- Maintain Barnet's excellent education offer
- Maintain an excellent relationship between the Council and schools

The services in scope for this project are:

- Strategic and financial management of the service
- School improvement
- Special educational needs (SEN) services (including management of SEN transport)
- Admissions and sufficiency of school places
- Vulnerable pupils
- Post 16 learning
- Traded services within the Education and Skills delivery unit:
 - Catering service
 - Governor clerking service
 - School improvement traded service (Barnet Partnership for School Improvement)
 - Newly Qualified Teachers support
 - Educational psychology (part-traded)
 - Education Welfare Service (part-traded)
 - North London Schools International Network (NLSIN)

A programme of consultation and engagement with key stakeholders was carried out initially to inform the development of the outline business case. This included schools; the market; employees and trades unions; and residents and service users. There has been ongoing engagement with schools through the procurement process. Various headteacher representatives have participated in both the dialogue process and the evaluation of submissions, as well as ongoing consultation with the Headteacher Reference Group on issues emerging from dialogue. Trades union representatives and employees were also kept informed through regular meetings. Local trades union representatives

and a regional officer of Unison participated in the dialogue process. A communication plan was also developed to keep all stakeholders informed about the project's progress at key stages. A further programme of consultation and engagement will take place with the recognised trades unions and affected employees, as contract mobilisation proceeds. This will include formal TUPE consultation in respect of transferring to a new employer.

The full business case will accompany a report to the CELS Committee on 18th November 2015, which will make recommendations on the future delivery model for education services. We then expect that Full Council will make a decision on whether or not to award the contract on 8th December 2015.

1.2. Equalities Impact Assessment process

The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people from different groups
- Foster good relations between people from different groups

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

The Equality Act 2010 identifies the following protected characteristics:

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

In addition, Barnet's Policy and Resources Committee in June 2014 agreed that any additional impact of financial decisions on particular protected characteristics who may face extra disadvantage and other groups who may be considered disadvantaged and/or vulnerable would also be assessed. These groups include:

- People with learning disabilities (covered in 2010 Equality Act)
- People with mental health issues (covered in 2010 Equality Act)
- Carers (including young carers)
- Single parents
- People and families on low income, including people from areas of deprivation and unemployed people

For this project, equalities were considered throughout the life of the project. The key milestone and actions are noted in the table below.

Draft OBC	Sep 2014	Initial Employees and Service Users/Residents EIAs were completed and presented alongside the draft OBC to CELS Committee.
Final OBC	Jan 2015	Updated Initial Employees and Service Users/Residents EIAs were updated and presented alongside the final OBC to CELS Committee.
PQQ stage	Mar 2015	Applicants were asked to supply policies on employment and equal opportunity.
Outline Solution & Detailed Solution stage	Apr – Aug 2015	Bidders were provided with relevant information on Barnet policies and practices, which included the equalities policy. At Detailed Solution stage, evaluators were asked to record any potential equality impacts on staff, service users or residents identified as part of their evaluation.
Final Tender stage	Oct 2015	Evaluation templates incorporated a section on equalities impacts, along with relevant employees and service users/residents data to enable evaluators to record any impacts specific to the protected characteristics. At the final tender moderation meeting, impacts on equalities for employees and service users/residents were discussed and the overall position on the equalities impact was determined.
FBC stage	Oct – Dec 2015	Full Employees and Service Users/Residents EIAs were completed after receiving the final tender and will be presented alongside the FBC to CELS Committee in November and Full Council in December 2015.
Mobilisation	Jan – Mar 2016	EIAs to be kept under review and mitigating actions to be carried out. Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews.
Contract implementation	From April 2016	Ongoing monitoring of the impact on equalities through the contract management, particularly if changes are proposed to service provision.

To supplement the overall equalities impact position of Cambridge Education's final tender, two assessments have been completed:

- Full Employees Equalities Impact Assessment (see section 2)
- Full Service Users/Residents Equalities Impact Assessment (see section 3)

1.3. Overview of the Equalities Impact Assessment of the Final Tender

Due regard has been given to equalities throughout the project, the key activities were:

- Equalities Impact Assessments have been reviewed and updated at key milestones
- Consultation and engagement with stakeholders has been undertaken and informed the process
- As part of the procurement process, the bidders were provided with relevant information on Barnet policies, which included the equalities policy, children and young people plan and various human resources policies and procedures
- Ensuring contractual compliance with the Council's established equality and diversity policies and procedures

Having considered the equalities impact of Cambridge Education's final tender, it is viewed that for employees the impact is positive and for service users/residents the impact is neutral. The overall position on the equalities impact was determined in the final tender stage, when the evaluation of Cambridge Education's final tender on the future delivery of education services in Barnet was undertaken and the full business case was being developed.

The impact assessment for employees identifies a bigger impact on women than men. This is due to the fact that women make up 93% of the affected workforce. Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive, as:

- No redundancies are planned. Staff remain in employment, which may not have been the case under other delivery models.
- Staff would be moving into specialist organisations offering more development and progression opportunities. The new delivery model is based on a growth model which should provide employees with opportunities for progression that may not be available if the service stayed with the Council.
- The commitment to London Living Wage exceeds that currently offered by the Council.
- Cambridge Education operates as 'employee owned' giving opportunities for senior employees in terms of buying shares in the company and has a developed performance bonus system for general staff levels which is linked to business performance.

For service users, the proposals could potentially have the largest effect on school-age children and those with a disability. The impact on service users/residents was considered to be a neutral impact overall, as:

- Services will continue to be provided to the current level.
- Services will continue to be provided to the current quality.
- Cambridge Education has demonstrated sound experience in delivering similar education services, including statutory services.
- ISS has demonstrated sound experience in delivering education catering, including school meals to children and young people and those with specialist requirements.

Cambridge Education plan to conduct service reviews as part of their 100 day plan to mobilise the services. Any proposed changes to service level provision will require further consideration of the equalities impact on employees and service users/residents. The contract will require compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision. This will be monitored during mobilisation and the contract period. All service change proposals from Cambridge Education will be reviewed to ensure that due regard has been given to the Equality Duty, prior to approval and implementation of any changes.

2. Full Employees Equalities Impact Assessment (Positive Impact)

2.1. Overview

The impact of on equalities has been considered, particularly at key milestones throughout the project. Following the evaluation of Cambridge Education's final tender, a full employees Equalities Impact Assessment was completed and the overall impact was assessed.

The impact assessment for employees identifies a bigger impact on women than men. This is due to the fact that women make up 93% of the affected workforce. Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive, due to the commitment to London Living Wage, the proposed arrangements for staff recruitment, retention, motivation and development, and the fact that there are no planned redundancies.

It was also viewed that Cambridge Education will provide services which recognise and accommodate the diversity of employees. There has also been a commitment to a range of Barnet human resources policies and practices, which include the Equalities Policy and Employment of People with Disabilities which seeks to eliminate discrimination and encourage diversity amongst its workforce.

Cambridge Education plan to conduct service reviews as part of their 100 day plan. Any proposed changes to service level provision will require further consideration of the equalities impact on employees.

The full employees Equalities Impact Assessment will be presented alongside the full business case to CELS Committee in November and Full Council in December 2015.

2.2. Monitoring Summary

The data profile in Table 1 shows the number and proportion of employee groups against the nine protected characteristics. It is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it.

All data below 10 individuals has been aggregated and replaced by an 'X' to protect personal identification. All agency and contract staff have been removed from the data.

Table 1: Employee profile as of October 2015

		Total LBB Data		Total of Education & Skills Data		Catering Staff Data		Non Catering Staff Data	
		No.	% of LBB	No.	% of Service	No.	% of Service	No.	% of Service
No of Employees		2066		476		341		135	
Gender	Female	1390	67%	444	93%	329	96%	115	85%
	Male	676	33%	32	7%	12	4%	20	15%
	Unknown	0	0%	0	0%	0	0%	0	0%
Date of Birth (age)	1994-1997 (18-21)	15	1%	0	0%	0	0%	0	0%
	1993-1986 (22-29)	187	9%	28	6%	10	3%	18	13%
	1985-1976 (30-39)	437	21%	82	17%	59	17%	23	17%
	1975-1966 (40-49)	550	27%	140	29%	106	31%	34	25%
	1965-1951 (50-64)	812	39%	206	43%	155	45%	51	38%
	1950-1941 (65-74)	62	3%	20	4%	11	3%	X	X
	1940 and earlier (75+)	X	X	0	0%	0	0%	0	0%
	Unknown		0%	0	0%	0	0%	0	0%
Ethnic Group	White	1170	57%	207	43%	115	34%	92	68%
	British	928	45%	158	33%	80	23%	78	58%
	Irish	58	3%	X	X	X	X	X	X
	Other White	184	9%	40	8%	27	8%	13	10%
	Mixed	50	2%	X	X	X	X	X	X
	White and Black		0%	X	X	X	X	X	X
	Caribbean	10	0%		0%		0%		0%

	African	X	X		0%		0%		0%
	White and Asian	14	1%	X	0%	X	X	X	X
	Other mixed	17	1%	X	X		0%	X	X
	Asian and Asian British	191	9%	46	10%	34	10%	12	9%
	Indian	131	6%	30	6%	25	7%	X	X
	Pakistani	15	1%	X	X		0%	X	X
	Bangladeshi	20	1%	X	X	X	X	X	X
	Other Asian	25	1%	X	X	X	X	X	X
	Black or Black British	377	18%	127	27%	121	35%	X	X
	Caribbean	118	6%	16	3%	12	4%	X	X
	African	225	11%	108	23%	106	31%	X	X
	Other Black	34	2%	X	X	X	X		0%
	Chinese or Other Ethnic Group	31	2%	13	3%	12	4%	X	X
	Chinese	11	1%	X	X	X	X		0%
	Other Ethnic Group	20	1%	10	2%	X	X	X	X
	Prefer not to say/information refused	73	4%	X	X	X	X	X	X
	Unknown	174	8%	70	15%	55	16%	15	11%
Disability	Disability (inc Mobility, Mental illness, Hearing, Vision, Reduced Physical Capacity & Learning Disabilities)	38	2%	X	X	X	X	X	X

	No Disability	1744	84%	411	86%	304	89%	107	79%
	Not stated	150	7%	20	4%	11	3%	X	X
	Unknown	134	6%	39	8%	24	7%	15	11%
Same gender as at birth	No	X	X	X	X	X	X	X	X
	Yes	1085	53%	120	25%	31	9%	89	66%
	Prefer not to say/information refused	54	3%	X	X	X	X	X	X
	Unknown	922	45%	349	73%	309	91%	40	30%
Pregnancy & Maternity	Pregnant	X	X	X	X	0	0%	X	X
	Maternity Leave (current)	29	1%	X	X	X	X	X	X
	Maternity Leave (in last 12 months)	48	2%	X	X	X	X	X	X
Religion or Belief	Christian	928	45%	221	46%	171	50%	50	37%
	Buddhist	11	1%	X	X	X	X		0%
	Hindu	106	5%	28	6%	25	7%	X	X
	Jain	X	X	X	X	X	X		0%
	Jewish	51	2%	12	3%	X	X	X	X
	Muslim	91	4%	28	6%	20	6%	X	X
	Sikh	X	X	X	X	X	X		0%
	Other Religions	66	3%	15	3%	12	4%	X	X
	No Religion	266	13%	40	8%	23	7%	17	13%
	Not Stated	240	12%	102	21%	82	24%	20	15%
	No form returned		0%		0%		0%		0%
	Atheist	70	3%	X	X		0%	X	X
	Agnostic	44	2%	X	X	X	X	X	X
	Humanist	X	X		0%		0%		0%
Prefer not to say	176	9%	15	3%	X	X	14	10%	

	Not Assigned		0%		0%		0%		0%
Sexual Orientation	Hetrosexual	1321	64%	251	53%	171	50%	80	59%
	Bisexual	15	1%	X	X	X	X		0%
	Lesbian or Gay	34	2%	X	X		0%	X	X
	Prefer not to say	426	21%	120	25%	91	27%	29	21%
	Unknown	270	13%	97	20%	73	21%	24	18%
	Not Assigned		0%		0%		0%		0%
Marriage and Civil Partnership	Married	740	36%	181	38%	112	33%	69	51%
	Single	603	29%	126	26%	87	26%	38	28%
	Widowed	15	1%	X	X	X	X	X	X
	In Civil Partnership	16	1%	X	X	0	0%	X	X
	Cohabiting	131	6%	10	2%	X	X	X	X
	Divorced	84	4%	X	X	X	X	X	X
	Separated	25	1%	X	X	X	X		0%
	Unknown	346	17%	135	28%	130	38%	X	X
	Other	X	X	X	X		0%	X	X
	Prefer not to say	97	5%	X	X	X	X	X	X
	Not Assigned		0%		0%		0%		0%

2.3. Evidence

List below available data and research that will be used to determine impact on different equality groups

Employee data is maintained by Barnet's HR department and was last collated in October 2015. The employee data contained within this report remains relevant at this time. All agency and contract staff data have been removed.

The evaluation panel for the final tender, which included The Education and Skills Director and Head of Education Partnership and Commercial

Services, specialist advisors and school representatives, were also given the opportunity to comment on whether they observed any impacts on equalities for employees as part of the evaluation and moderation process. Their views helped determine the overall impact position on employees.

The Education and Skills Director and Head of Education Partnership and Commercial Services are best placed to make any further comments on the impact of employees given their management responsibilities and knowledge of the services. Their comments upon review of this Equalities Impact Assessment have been incorporated.

Evidence gaps

None in relation to mandatory reporting requirements.

Solution, please explain how you will fill any evidence gaps?

Not applicable.

2.4. Project Milestone Outcomes, Analysis and Actions

Summary of the outcomes at each milestone

Milestone 1: Draft OBC (September 2014)

This is an initial analysis of the Equalities Impact Assessment for the Education and Skills ADM project and provides baseline figures. As the project develops the Equalities Impact Assessment will need to be re-assessed.

The equality data is the information available which details the protected characteristics of staff within the Education and Skills cohort, including Barnet staff who are employed in the schools meals service.

As the proposals include the Barnet schools meals service and Special Educational Needs, additional consideration needs to be made as to how these services will operate and whether this will impact on, for example, the take-up of free school meals.

Children's, Education, Libraries and Safeguarding Committee will determine which options the council should explore and at this stage a

detailed EIA will be undertaken on the staffing implications of the following services; School improvement, Special educational needs, Admissions and sufficiency of school places, Vulnerable pupils, Post 16 learning and Traded services within Education and Skills.

The councils overall workforce is;

- 66.17% female
- 42.64% of both female and male are over 50 years of age
- 74.43% of the workforce are white, black and black British

Initial analysis of the Education and Skills equality data indicates;

- 93% of the workforce is female
- 55% of females only are over 50 years of age
- 75% of the workforce is white, black and black British

Given the current make-up of the workforce, whichever option is chosen, the change will have a bigger impact on women than men. The statistics show that 93% of the workforce is female and due regard will be paid to the requirements of the Public Sector Equality Duty. It cannot though be avoided that any changes will affect the female workforce whether this be a positive or negative impact. Mitigation for such effects will be drawn up at a later stage when more detail on the proposals are known and a decision is made to progress from the OBC.

There is no data available on maternity or sexual orientation transgender at this stage.

It is essential that the Managing Change Policy is followed and in a legally compliant manner, including with consideration of all aspects of the Equality Act 2010 and other relevant legislation.

For the current stage of project scoping and democratic process, the new Delivery Model is not known and therefore it is not possible to fully assess the impact. At this stage there is no known detriment to any group. A full EIA will be produced at Full Business Case stage (in line with the LBB processes). Staff will be consulted as part of the process and equality issues/risks will be considered as part of this. As the proposals develop any impact will become clear and mitigating actions will be put in place.

Milestone 2: Final OBC (January 2015)

As noted in Milestone 1 above, given the current make-up of the workforce, whichever option is chosen, the change will have a bigger impact

on women than men, whether positive or negative. The statistics show that 93% of the Education and Skills Delivery Unit workforce is female and due regard will be paid to the requirements of the Public Sector Equality Duty. Mitigation includes the continued involvement of staff and TUs during the next stage. Further mitigation will be drawn up at a later stage when more detail on the proposals are known and a decision is made to progress from the OBC to FBC.

In order to assist decision making, a summary of the expected high level employee outcomes / impacts of the four models can be seen in the table below.

Consultation and Engagement has taken place with the four key stakeholder groups: schools; the market; employees and trades unions; and residents and service users.

It is recognised that all four of the options under consideration constitute a significant change that will have an impact on employees. There have been a number of briefing meetings with employees as the outline business case has developed. During November 2014, a further series of meetings were held to allow employees to explore the implications of the four remaining options and also to suggest potential opportunities for improvement. Additional meetings have also taken place with the recognised trades union representatives. Whilst representatives have been keen to support the retention of services in-house, they have also engaged positively in discussions about other models to ensure that issues that may affect their members' interests have been given proper consideration.

Overall it can be seen that there are potential impacts from all four models. The project board are recommending to the CELS Committee that a joint venture model is the model that is likely to meet the project objectives and has attracted a reasonable degree of support from schools. As can be seen in the table below, the joint venture model focuses on the growth of services which would limit the possibility of staffing reductions, staff will be protected by TUPE and is likely to have a positive impact with regards to increase in training opportunities and employee development alongside the development of services. However, it is clear that any workforce changes could have both a positive or negative impact, especially on the female workforce.

Overall, the impact is expected to be positive however it cannot be known with any certainty at this stage. There will be greater clarity on the actual impacts on employees through the procurement process at the stage of contract award, following competitive dialogue. The development of a full business case will enable a full assessment of the impact and identification of any mitigating actions required.

This Equalities Impact Assessment will be updated in the next project phase (at Full Business Case stage). Staff will be kept informed as the

project progresses, with equality issues/risks considered as part of this. As the proposals develop any impact will become clear and mitigating actions will be put in place.

MODEL	SUMMARY OF POTENTIAL KEY OUTCOMES / IMPACTS
Model A: In house	<ul style="list-style-type: none"> • Staff would remain as local authority employees and be subject to the council's terms and conditions. • Staff would go through a major transformation programme including cultural step-change, performance management and business improvement. • Potential reduction in staffing requirement through the transformation process, either through efficiencies or service reductions. There is also the potential for an increase in staffing in some service areas as the service would aim to grow services and increase income.
Model B: Schools-led social enterprise	<ul style="list-style-type: none"> • Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE. • Opportunity for investment in upskilling, employee development, asset and systems update. • Potential reduction in staffing requirement through the transformation process however there is also the potential for an increase in staffing in some service areas as the enterprise would aim to grow services and increase income.
Model C: Joint venture with schools having a commissioning role	<ul style="list-style-type: none"> • Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE. • Opportunity for investment in upskilling, employee development, asset and systems update. • It is envisaged that there would be no reduction to overall staffing levels and there could be a potential for an increase in staffing as the aim of the model would be to grow services and increase income. However there could be a potential change in service structure and jobs through the transformation process.
Model D: Joint venture with schools having an ownership role	<ul style="list-style-type: none"> • Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE. • Opportunity for investment in upskilling, employee development, asset and systems update. • It is envisaged that there would be no reduction to overall staffing levels and there could be a potential for an increase in staffing as the aim of the model would be to grow services and increase income. However there could be a potential change in service structure and jobs through the transformation process.

Milestone 3: PQQ stage (March 2015)

The section on Employment and Equal Opportunity in the pre-qualification questionnaire (PQQ) requested information to be provided on equality and diversity policies and monitoring in respect of delivering education services and/or catering services. All three applicant submissions to this question scored a satisfactory response, which meant an acceptable submission with no major concerns that represents an acceptable risk solution for the Council.

Milestone 4: Outline Solution and Detailed Solution stage (April – August 2015)

Throughout the procurement process engagement has continued to take place with school and trades union representatives via participation in dialogue sessions and regular meetings. This provided an opportunity for priorities, key issues and areas of concern to be raised.

The Equalities Impact Assessments was reviewed during the Outline Solution and Detailed Solution stage. As previously noted, any changes affecting employees will continue to have a bigger impact on women than men as 93% of the Education and Skills Delivery Unit workforce is female.

In their Outline Solution, Cambridge Education submitted proposals for a joint venture company model, as well as a variant bid which proposed a strategic partnering model. The details of both models were developed in their Detailed Solution. Under the joint venture company model, there would be a new company owned by the Council and the bidder that would be responsible for the services to schools as well as to the Council. Under the strategic partnering model, the Council would enter into the services contract directly with the bidder. The bidder and its catering sub-contractor would enter into contracts directly with the schools for traded services. Under both models, employees would transfer directly to the providers, Cambridge Education or ISS as appropriate, enabling them to benefit from being employed by established organisations that specialise in their area of expertise.

Having reviewed the bidders Outline Solution and the Detailed Solution, it is anticipated that through growth in services and attracting income, it would limit the possibility of staffing reductions and staff will be protected by TUPE. The two solutions and dialogue to date have expressed that staff will remain in their current place of work and we are not expecting for any staff to need to relocate. Any growth is likely to be relatively local and it would be at the employee's choice to go for promotion which may involve a wider geographical spread. The bidder presents an organisation with strong values and employment offering which is positive, for example increase in training opportunities and employee development alongside the development of services.

Overall at this stage the impact is expected to be positive and any growth can only have a positive effect in terms of opportunities for staff that would not be likely to be present if they remained with the Council, irrespective of the delivery model. The impact cannot be known with any certainty at this stage but there will be clarity on the actual impacts on employees when the dialogue process concludes and the final tender is evaluated. This will enable a full assessment of the impact to be undertaken and identification of any further mitigating actions required.

Milestone 5: Final Tender stage & FBC stage (October – December 2015)

HR provided the updated employees data for consideration at the Final Tender stage. The data showed a:

- much lower percentage of male workers compared to LBB as a whole – 93% female workforce
- higher percentage (5% more) of workers in the 40+ age group compared to LBB
- lower percentage of white workers in catering compared to LBB and a much higher percentage of white workers in non-catering compared to LBB
- higher percentage of Black British and African within the catering service than in LBB and a much higher percentage of Black and African workers in catering compared to the non-catering workforce.
- lower percentage of staff within catering describe themselves as heterosexual and there is a higher percentage in the prefer not to say and unknown categories
- higher percentage of females in non-catering are married compared to LBB – 51% compared to 36%

The most significant difference for this group of staff who may TUPE out to Cambridge Education and ISS as a result of the Education and Skills ADM is the percentage of female workers compared to Barnet as a whole; 93% compared to 63% in LBB. This workforce is also a relatively ageing workforce with 5% more employees in the 40+ categories compared to LBB.

Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive. The commitments to enhanced TUPE provisions and the London Living Wage were welcomed, which is a positive for lower paid predominantly female workforce. The proposal also set out a good approach to staff recruitment, retention, motivation and development and there are no planned redundancies.

Cambridge Education also have a shared culture which takes pride in belonging to a successful team and developing high quality products. They have low turnover rates and staff sickness which are both indicators of staff engagement and motivation. They have a robust performance management system in place and a policy of recruiting and promoting internally wherever possible. There is a structured learning and development programme consisting of a blend of face to face and e-learning which is available 24/7 and with learning pathways in the catering business. Most importantly Cambridge Education's bid is based on a growth model which should provide Education and Skills employees with opportunities for progression that may not be available if the service stayed with the Council. Cambridge Education operates as 'employee owned' giving opportunities for senior employees in terms of buying shares in the company and has a developed performance bonus system for general staff levels which is linked to business performance.

The contract also requires compliance with the Council's established equality and diversity policies and procedures.

These impacts are applicable in both a joint venture company model and a strategic partnering model, It is worth noting that under the strategic

partnering model, employees would transfer directly to either Cambridge Education or ISS, as appropriate, enabling them to benefit from being employed by established organisations that specialise in their area of expertise, rather than a newly formed company.

On the basis of the dialogue that has taken place, the final tender submission and the views of evaluators involved in the final tender evaluation process, the potential transfer of these employees to Cambridge Education and ISS was considered to be a positive impact on eligible staff. No negative impacts were identified as redundancies are not planned.

The project team will continue to monitor activity during the next stage and where required mitigation will be put in place, particularly as Cambridge Education conduct service reviews as part of their 100 day plan. Any proposed changes to service level provision will require further consideration of the equalities impact on employees.

Actions proposed

Milestone 1: Draft OBC (September 2014)

Equalities should form a key component of any specifications for the alternative delivery model and will form a component of any evaluation process. Post OBC a more detailed equalities analysis will be produced.

Milestone 2: Final OBC (January 2015)

Post the final OBC to CELS committee in January 2015, a more detailed equalities analysis will be produced and will be used to inform project decisions and the procurement process.

Milestone 3: PQQ stage (March 2015)

The impact on equalities could not be determined as this will emerge later in the procurement process when information is received on proposals. Mitigating action was not required at this stage.

Milestone 4: Outline Solution and Detailed Solution stage (April – August 2015)

The Employees EIA was reviewed following the review of the Outline Solution and Detailed Solution stage of the procurement. A more detailed equalities analysis will be produced and will be used to inform project decisions and the recommendation to CELS Committee in November 2015.

Milestone 5: Final Tender stage & FBC stage (October – December 2015)

The following actions and mitigation activity are proposed and will be monitored throughout the next stage.

Characteristic	Impact	Mitigation
Gender	93% of the service is women – any change would have a bigger impact on this group.	This group is not expected to be impacted negatively. Due to the gender make up of employees, managers and Cambridge Education will be made aware to ensure that consultation with employees focuses on any potential impact on this group, should changes be implemented following reviews of the service.

Date of Birth (Age)	Higher percentage (5% more) of workers in the 40+ age group compared to LBB	<p>This group is not expected to be impacted negatively.</p> <p>Due to the age make up of employees, managers and Cambridge Education will be made aware to ensure that consultation with staff focuses on any potential impact on this group, should changes be implemented following reviews of the service.</p>
Ethnic Group	<p>No bias is expected, though a lower percentage of white workers in catering compared to LBB and a much higher percentage of white workers in non-catering compared to LBB</p> <p>Higher percentage of Black British and African within the catering service than in LBB and a much higher percentage of Black and African workers in catering compared to the non-catering workforce.</p>	<p>This group is not expected to be impacted negatively.</p> <p>Keep under review, particularly if any changes are proposed following service reviews.</p>
Disability	There are a number of staff who have a disability.	Managers are aware of this and it will be handled appropriately as per the equalities legislation.
Same gender as at birth	No bias is expected.	<p>This group is not expected to be impacted negatively.</p> <p>Keep under review, particularly if any changes are proposed following service reviews.</p>
Pregnancy & Maternity	There are a small number of staff members who are either on maternity leave or who will be on maternity leave during the period of consultation and potential transfer to a new employer.	These individuals will retain their right to return to a similar role as they would if they remained employed by the council. Managers are aware and employees will be kept updated and included in any relevant communications. This will be handled appropriately as per the equalities legislation.
Religion or Belief	No bias is expected.	<p>This group is not expected to be impacted negatively.</p> <p>Keep under review, particularly if any changes are proposed following service reviews.</p>

Sexual Orientation	No bias is expected, though a lower percentage of staff within catering describe themselves as heterosexual and there is a higher percentage in the prefer not to say and unknown categories.	This group is not expected to be impacted negatively. Keep under review, particularly if any changes are proposed following service reviews.
Marriage and Civil Partnership	No bias is expected, though a higher percentage of females in non-catering are married compared to LBB – 51% compared to 36%.	This group is not expected to be impacted negatively. Keep under review, particularly if any changes are proposed following service reviews.

Milestone 6: Mobilisation (January – December 2016)

EIAs to be kept under review and mitigating actions stated in Milestone 5, above, to be carried out by the Council.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.

Milestone 7: Contract period (from April 2016)

Ongoing monitoring of the impact on equalities through the contract management by the Council's contract monitoring officer, particularly if changes are proposed to service provision.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.

3. Full Service Users/Residents Equalities Impact Assessment (Neutral Impact)

Equalities Impact Assessment Overview

The impact on equalities has been considered, particularly at key milestones throughout the project. Following the evaluation of Cambridge Education's final tender, a full service users/ residents Equalities Impact Assessment was completed and the overall impact was assessed as neutral.

Consultation and engagement has taken place with key stakeholders, including schools, residents and service users. Taking account of the services included within the scope of the project, some residents and service users are potentially more likely to be affected by the project and therefore these groups (and their parents) were targeted for consultation – this included specific focus groups for parents of children with special educational needs and/or disability. Additionally, headteachers have been involved throughout the procurement process and were part of the evaluation panel.

For service users, the proposals could potentially have the largest effect on school-age children and those with a disability. However, the impact assessment for residents and service users identifies a neutral impact overall, as services will continue to be provided to the current level and quality. It is also viewed that Cambridge Education will recognise and accommodate the diversity of Barnet children and young people. This is particularly noted in the catering service where specialist provision is required for faith groups.

Cambridge Education plan to conduct service reviews as part of their 100 day plan. Any proposed changes to service level provision will require further consideration of the equalities impact on service users/residents.

The full service users/residents Equalities Impact Assessment will be presented alongside the full business case to CELS Committee in November and Full Council in December 2015.

How are the following equality strands affected?
 Please detail the effects on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected (Data reviewed and updated October 2015)	What action has been taken / or is planned to mitigate impact?
Age	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>Data</p> <p>Projected data for children and young people shows in 2015:</p> <ul style="list-style-type: none"> • Age group 5 -10 years 29,539 young people • Age group 11- 16 years 25,464 young people <p>It can be seen that there are more primary school aged children in Barnet than secondary school age children.</p> <p>The total number of 5 – 16 year old children and young people, both male and female, is 55,004.</p> <p>(Source: GLA 2013 Round Demographic Projections, 2014)</p> <p>Impact</p> <p>The services provided by the Education and Skills services are primarily for children and young people, particularly school children aged 4 – 18 years old and therefore any change to the service could affect this age group. The catering service also provides a service to other age groups – employees who work at NLBP, civic catering and catering for external organisations. Therefore although the primary age group who will be affected are school children, there are other age groups who use the service.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service</p>	<p>The key mitigation is the involvement of headteachers in the procurement process to ensure that needs of all pupils are addressed and consultation with schools, governors and parents to ensure that key concerns are identified and considered.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p> <p>It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. This will give service users the chance to feedback any issues and potential negative equalities impacts.</p> <p>Cambridge Education is to adhere to Barnet’s policy on equalities and if</p>

		<p>provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Service improvements are likely to have a positive impact on service users/residents though these will be baselined and measured as part of the reviews. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	any issues arise an action plan will be put in place.
Disability	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>Data Data for children and young people shows:</p> <p>Disability:</p> <ul style="list-style-type: none"> •The national averages indicate that in Barnet the 5 to 9 and 10 to 14 age cohorts have the highest number of disabled children, followed by the 15 to 19 age cohort. Whilst the 0 to 4 age cohort has the least number of disabled children. •This corresponds with Barnet's Disabled Children's Register where 48% are aged 5-9, 26% are aged 10-14, 18% are aged 15-19 and only 6% are aged 4 and under. •There are approximately three times more males than females on Barnet Disabled Children's Register. •The most frequently occurring needs on the Disabled Children's Register are speech, language and communication needs affecting 33% of all registered children. The other most frequently occurring disabilities are autistic spectrum disorders (affecting 23%), moderate learning difficulties (affecting 18%) and severe learning difficulties (affecting 17%). <p>SEN: In January 2015 a total of 62,052 pupils were on Barnet's school rolls. Of these, 9,276 children were classed as have Special Educational Needs (SEN). This represents 14.9% of the total school roll population. Disabled pupils are</p>	<p>The key mitigation is;</p> <ul style="list-style-type: none"> • Involvement of head teachers in procurement process to ensure that needs of all pupils are addressed. • Rigorous approach to development of service specifications and KPIs to ensure that the needs of pupils with SEN are addressed • Consultation with parents of children with SEN to understand their concerns. • Consultation with schools throughout the procurement to understand their concerns for children with SEN. <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders. Consultation is</p>

	<p>most likely classified as SEN within schools (Special Educational Needs and Disability).</p> <p>Source: SFR 25/2015: Special educational needs in England, January 2015</p> <ul style="list-style-type: none"> •There are more boys than girls with SEN across all age cohorts and SEN type. Overall, 63.7% of children with SEN are male. •There are more children aged 5-9 and 10-14 with SEN in comparison to the younger and older age cohorts. Of all children with SEN on the schools roll, 44.7% are aged 5-9 and 35.9% are aged 10-14. •Girls are less likely to have statements of SEN and more likely to receive School Action support. Of the 4,499 girls with SEN, 14.1% are statemented and 85.8% have SEN support needs. In comparison, 20.8% of boys with SEN are statemented/have an EHCP and 79.2% have SEN support needs. •Children with statements of SEN attending out of borough schools tend to be in the older age cohorts. •Within Barnet, the highest numbers of children on the school rolls with SEN are concentrated within the Burnt Oak, Colindale and Underhill wards <p>Source: School Census (Barnet), January 2015</p> <p>The Children and Families Act 2014 introduces a new requirement for councils to develop a coordinated assessment process to develop Education, Health and Care plans for eligible children with special educational needs aged 0-25. Developing an alternative delivery model for education services including SEN services may add to the complexity of assessing and delivering services to support eligible children across social care, local authority education services, schools, health and other organisations.</p> <p><u>Impact</u></p> <p>The services provided by the Education and Skills service are primarily for all school children, however there are also a number of services specifically for those with a disability – for example the SEND and Inclusion Service, and the management for SEN transport. Therefore any change to the service will affect</p>	<p>particularly important for any changes as a result of service improvements, with particular regard to SEN services and transport.</p> <p>It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. It has been suggested that a specific SEND group (parents and children) would be set up. This will give service users the chance to feedback any issues and potential negative equalities impacts.</p> <p>Cambridge Education is to adhere to Barnet’s policy on equalities and if any issues arise an action plan will be put in place.</p>
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		<p>service users with a disability and/or parents of these service users.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Specifically for the SEND and Inclusion Service and the management of SEN transport, Cambridge Education is aware of the challenges in Barnet and the current service. We not expecting a negative impact on this group as the service is transferring as is, however there is awareness that this is a key group of individuals that requires consideration. Service improvements to the SEN transport, such as altering routes to achieve efficiencies, are likely to have an impact on the service user but this will require consideration on a case by case basis.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	
Gender	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p><u>Data</u> Data for children and young people shows in 2015 there are:</p> <p>Female:</p> <ul style="list-style-type: none"> •Age group 5 -10 years 14,382 •Age group 11- 16 years 12,384 <p>Male:</p> <ul style="list-style-type: none"> •Age group 5 -10 years 15,158 	<p>There is no evidence to suggest that one gender group will be more affected than the other, however there is a differential in pupils with SEN based on gender.</p> <p>The views of parents with children with SEN were sought and considered as part of the decision</p>

		<p>•Age group 11- 16 years 13,081</p> <p>Source GLA 2013 Round Demographic Projections, 2014</p> <p>There are more boys than girls with SEN across all age cohorts and SEN type. Overall, 63.7% of children with SEN are male. Girls are less likely to have statements of SEN. Source: School Census (Barnet), January 2015</p> <p><u>Impact</u></p> <p>There is no evidence to show that the proposal will adversely impact on a particular gender – thus there is not expected to be any specific adverse impact on this characteristic.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>making process.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p> <p>It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. This will give service users the chance to feedback any issues and potential negative equalities impacts.</p> <p>Cambridge Education is to adhere to Barnet’s policy on equalities and if any issues arise an action plan will be put in place.</p>
Religion	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p><u>Data</u></p> <p>For Barnet’s population Christianity is the most common religion in Barnet at 48.8%, although this is proportionately lower than London at 49.4%. The second highest group are those who have no religion at 16.4% which is comparatively less than London and Great Britain. Barnet has a large Muslim population 12.5% and the largest Jewish population in London (11.5%</p>	<p>Where appropriate, service specifications and KPIs take into account the needs of religion, for example the dietary requirements of faith groups.</p>

compared to 1.8% in London).

Source: ONS Annual Population Survey 2014

The proportion of Barnet's schools' broken down by religious affiliations (all schools, including independent and academy schools):

Denomination	% of Schools
Church of England	10.6%
Jewish	18.1%
Muslim	0.6%
No religious character	60.0%
Other	0.6%
Other Christian Faith	0.6%
Roman Catholic	9.4%
Grand Total	100.0%

Source: SFR 16/2015 Schools, Pupils and their Characteristics, January 2015

The breakdown of religion in school does not accord with the breakdown of religion in the wider Barnet population, however, the religion individuals practice does not necessarily correlate directly with the educational provision they prefer.

Impact

There is no evidence to show that the proposal will adversely impact on a particular religious group more than any other or those without a stated religion.

Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and

Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.

It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. It has been suggested that a specific Catering group would be set up and thus any impact on dietary requirements could be raised. This will give service users the chance to feedback any issues and potential negative equalities impacts.

Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.

		<p>service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Specifically for the catering service, Cambridge Education is aware of the diversity in Barnet and the current service requirements. We not expecting a negative impact on religious groups as service provision for faith groups (e.g. of Kosher and halal foods) will continue.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>																																																																						
Race / Ethnicity	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>Data</p> <p>The Borough will become increasingly diverse, driven predominantly by natural change in the existing population. Over 50% of all 0-14 year olds in Barnet are from a BAME background in 2015 and this is forecast to continue to increase.</p> <table border="1" data-bbox="506 898 1491 1374"> <thead> <tr> <th rowspan="2">Ethnic Groups</th> <th colspan="3">% of Barnet population (Age 0-90+)</th> <th colspan="3">% of Barnet population (Age 0-14)</th> </tr> <tr> <th>2015</th> <th>2020</th> <th>2025</th> <th>2015</th> <th>2020</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>All Ethnicities</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>White</td> <td>61%</td> <td>59%</td> <td>57%</td> <td>47%</td> <td>44%</td> <td>43%</td> </tr> <tr> <td>Black Caribbean</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> </tr> <tr> <td>Black African</td> <td>6%</td> <td>6%</td> <td>6%</td> <td>9%</td> <td>9%</td> <td>9%</td> </tr> <tr> <td>Black Other</td> <td>3%</td> <td>4%</td> <td>4%</td> <td>7%</td> <td>7%</td> <td>7%</td> </tr> <tr> <td>Indian</td> <td>7%</td> <td>7%</td> <td>7%</td> <td>6%</td> <td>6%</td> <td>6%</td> </tr> <tr> <td>Pakistani</td> <td>2%</td> <td>2%</td> <td>2%</td> <td>2%</td> <td>2%</td> <td>2%</td> </tr> <tr> <td>Bangladeshi</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> </tr> </tbody> </table>	Ethnic Groups	% of Barnet population (Age 0-90+)			% of Barnet population (Age 0-14)			2015	2020	2025	2015	2020	2025	All Ethnicities	100%	100%	100%	100%	100%	100%	White	61%	59%	57%	47%	44%	43%	Black Caribbean	1%	1%	1%	1%	1%	1%	Black African	6%	6%	6%	9%	9%	9%	Black Other	3%	4%	4%	7%	7%	7%	Indian	7%	7%	7%	6%	6%	6%	Pakistani	2%	2%	2%	2%	2%	2%	Bangladeshi	1%	1%	1%	1%	1%	1%	<p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p> <p>Where appropriate, service specifications and KPIs take into account the needs of race and ethnicity.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p>
Ethnic Groups	% of Barnet population (Age 0-90+)			% of Barnet population (Age 0-14)																																																																				
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Black Other	3%	4%	4%	7%	7%	7%																																																																		
Indian	7%	7%	7%	6%	6%	6%																																																																		
Pakistani	2%	2%	2%	2%	2%	2%																																																																		
Bangladeshi	1%	1%	1%	1%	1%	1%																																																																		

Chinese	2%	3%	3%	2%	2%	2%
Other Asian	9%	10%	11%	13%	14%	15%
Other	7%	8%	8%	12%	13%	13%
BAME	39%	41%	43%	53%	56%	57%

Projections for Ethnicity, Barnet population aged 0-90+ compared to aged 0-14.

Source: GLA 2013 and Barnet's JSNA 2015 – 2020

Impact

There is no evidence to show that the proposal will adversely impact on a particular race more than any other group.

Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.

Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.

Pregnancy and Maternity

Yes
No

Data

In 2015 the projected number of births in the borough is 5,659. Between 2015 and 2026 the number of births per year is projected to rise from 5,659 in 2015 to 5,710 in 2026. There is expected to be a peak in 2023.

The child population (0 to 15 year-old) is projected to grow by up to 11,500 people (15.4%) by 2026 after which it is projected to gradually decline.

Source: GLA 2013 Round Demographic Projections, 2014

Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.

Where appropriate, service specifications and KPIs take into account the needs of pregnancy and maternity.

		<p>The high rates of population growth for children and young people (CYP) will occur in wards with planned development works and are predominantly in the west of the Borough. Source: Barnet's JSNA 2015 – 2020</p> <p><u>Impact</u> There is no evidence to show that the proposal will adversely impact on pregnancy or maternity.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p>
Sexual orientation	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>Data is unavailable at this point.</p> <p><u>Impact</u> There is no evidence to show that the proposals will adversely impact on people based on their sexual orientation.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p>	<p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p> <p>Where appropriate, service specifications and KPIs take into account the needs of sexual orientation.</p> <p>Service reviews are to be</p>

		Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.	undertaken as part of their 100 day plan and will include consultation with stakeholders.
Gender reassignment	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>At present, there is no official estimate of the transgender population. GIRES, the Gender Identify Research and Education Society, estimate the number of transgender people in the UK to be between 300,000 and 500,000. Additionally, GIRES estimate that 0.6-1% of the population may experience gender dysphoria (a medical term used to describe the negative feelings associated with the sense that a person's gender identity doesn't match up with the body they were born in).</p> <p>Source: GIRES, 2014</p> <p>There is no data available on Gender Reassignment for Barnet's population and this data is not available from the 2011 Census.</p> <p>Impact There is no evidence to show that the proposals will adversely impact on people based on gender reassignment.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p> <p>Where appropriate, service specifications and KPIs take into account the needs of transgender people.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p>

<p>Marital Status</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>Data is unavailable at this point.</p> <p><u>Impact</u></p> <p>As the services mainly support children and young people, marital status is less likely to be of relevance.</p> <p>The services include education welfare services, which support and take enforcement action against parents whose children are not attending school. Information on the family background, including lone parents, is taken into account when making decisions on appropriate action. Decisions to prosecute parents will remain the responsibility of the local authority.</p> <p>There is no evidence to suggest that one marital status group will be more affected than any other.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>There is no evidence to suggest that one marital status group will be more affected than any other. However, a rigorous approach to development of service specifications and KPIs has been undertaken to ensure that the needs of parents are taken into account when determining any enforcement action.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p> <p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p>
<p>Other key groups?</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No other groups were considered to be impacted.</p>	

What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

Due to the sensitive nature of some of the services in scope and the nature of the decision to be made, satisfaction ratings may initially drop among service users and the public. However, it is proposed that service provision will continue as is, so satisfaction amongst specific group should not decline. Cambridge Education's final tender demonstrates that the aims of the alternative delivery model can be met by investing in resources to drive growth through business development and service improvement. The service improvements to grow the service may impact positively on satisfaction ratings. The reputation of Cambridge Education as a specialist educational organisation may also impact positively on satisfaction ratings.

How does the proposal enhance Barnet's reputation as a good place to work and live?

Services will continue to be provided to the current level and quality. The final tender proposes two models based on growth, which demonstrates Cambridge Education's ability to achieve the budget savings target set by the Council, maintenance of Barnet's excellent education offer and maintenance of an excellent relationship between the Council and schools. A seamless transition is proposed to minimise reputational risks to both the Council and Cambridge Education, therefore minimising disruption in service delivery to users. Cambridge Education is also a specialist education organisation that holds its reputation as paramount to its success.

It is through the partnership working of the Council, Cambridge Education, ISS and Barnet schools the shared values and outcomes for the benefit of children and young people in Barnet will be achieved. Keeping children and young people at the centre of the service, together with the existing reputations of Barnet schools and Cambridge Education, is what may to continue to attract people to live and work in Barnet.

How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

The project process has been transparent and all residents were able to complete the consultation and provide their views. Additionally, the council appointed OPM, an independent market research organisation, to carry out the detailed analysis of responses. This information was used to develop the outline business case and the findings were presented to CELS Committee in January 2015. This was a robust process which looked to assure people of the validity of the findings.

The Council also commissioned Local Partnerships to undertake a one day health check of the project to review the project's processes and provide assurance. The outcome of the review was very positive and reassuring – a few recommendations were provided and these have been put in place where possible or planned for the next stage of the project.

In their final tender, Cambridge Education and ISS have noted that a key focus for them is to engage with key stakeholders schools, employees

and service users during mobilisation and the duration of the contract. This is in order to ensure they are providing the right services to schools which suit the individual school and service user needs, and ensure that they are meeting all responsibilities and statutory duties. Consultation with stakeholders will also take place as part of their service reviews. The process will also identify areas where improvements should take place or whether there are any potential areas for growth.

Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers.*

The service specifications will be delivered as per our requirements, which take into account Barnet policy and procedures. In addition, a clear set of measurable outcomes and key performance indicators have been developed to ensure outcomes are achieved and service level and quality is maintained. These will be monitored regularly throughout to the contract.

Any proposed changes to service level provision will require consideration of the equalities impact on employees, service users and residents. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision. Any unintended or adverse impacts on equalities that are identified through contract monitoring or other arrangements will require mitigation and an action plan put in place.

How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.

Service provision will be maintained, with the service to be delivered to our specifications. The current service is already suitable for all and has not led to resentment between different groups of people.

Throughout this process the Council has engaged with service users, residents and most prominently schools in order to ensure that the needs of all stakeholders and specific groups are considered.

How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table with data

Alongside consultation with schools, a resident consultation and three focus groups (including a group of parents of children with SEN) were undertaken in order to gain the views of residents and service users. Their views were taken into consideration in the analysis and options appraisal which can be seen in the updated OBC which was approved by CELS Committee in January 2015. As part of the decision making process the council fully considered and gave due regard to the responses to the consultations and this Equalities Impact Assessment. The consultation noted that there is an appetite to improve services however there are some concerns all of the models (excluding the in-house option) could put more pressure on schools and possible impact on quality, alongside the worry around the motivation of a third party provider and the possible impact on service provision. In addition there were queries raised on the appropriateness of services for SEN and vulnerable pupils being offered by an organisation other than the council, since these are core services requiring knowledge and accountability.

These concerns have been considered particularly as part of dialogue session with the bidders, involving service leads and headteachers when appropriate. It allowed for issues and concerns to be raised and impacts considered. Cambridge Education has demonstrated sound understanding and experience in delivering similar education services, including statutory services for SEN. ISS has also demonstrated understanding and experience in delivering education catering, including school meals to children and young people and those with specialist requirements.

The evaluation panel for the final tender, which included The Education and Skills Director and Head of Education Partnership and Commercial Services, specialist advisors and school representatives, were also given the opportunity to comment on whether they observed any impacts on equalities for service users/residents as part of the evaluation and moderation process. No negative impacts on specific groups were identified and the overall impact was considered as neutral.

Overall Assessment

Overall impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

3.10 Please give a full explanation for how the assessment and outcome was decided

Milestone 1: Draft OBC (September 2014)

At this stage of the project (early Assessment phase) the new Delivery Model is not known and therefore it is not possible to fully assess the impact (in line with the LBB processes this cannot be completed until the new model is known). Given what is known at the moment and the objectives of the project any impact is anticipated to be positive due to the desire to improve the performance of services, which given the

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

nature of these services such as Special Educational Needs would have a positive impact on those with Disabilities (and due to the over representation in the cohort males).

There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service nor any anticipated fundamental change in the mechanism of service delivery and therefore it is anticipated that all those who currently access/receive services will still do so under the alternative delivery model.

Milestone 2: Final OBC (January 2015)

CELS committee in September 2014 decided to further develop the options appraisal on four potential delivery models - In-house, Schools-led social enterprise, joint venture with schools having a commissioning role and joint venture with schools having an ownership role.

Alongside consultation with schools, a resident consultation and three focus groups (including a group of parents of children with SEN) have been undertaken in order to gain the views of residents and service users. Their views have been taken into consideration in the analysis and options appraisal which can be seen in the updated OBC. As part of the decision making process the council will fully consider and give due regard to the responses to the consultations and this Equalities Impact Assessment. The consultation noted that there is an appetite to improve services however there are some concerns all of the models (excluding the in-house option) could put more pressure on schools and possible impact on quality, alongside the worry around the motivation of a third party provider and the possible impact on service provision. In addition there were queries raised on the appropriateness of services for SEN and vulnerable pupils being offered by an organisation other than the council, since these are core services requiring knowledge and accountability. These concerns have been taken into consideration during the decision making for the preferred option.

The Initial Residents and Service Users Equality Impact Assessment has been reviewed and updated to take into account the further analysis and development of the potential models which has taken place. A summary of the potential impact for all four models is noted below.

MODEL	SUMMARY OF POTENTIAL KEY OUTCOMES / IMPACTS
Model A: In house	It is anticipated that although there would be some potential growth and changes in services, it is highly likely that there will need to be service reductions in order to deliver the required service savings.
Model B: Schools-led social enterprise	It is anticipated that there would be some growth and changes in services however depending on the ability of the business to grow its income sufficiently or quickly enough to offset any of the savings required by the council, it is likely that there would need to be some service reduction.
Model C: Joint venture	It is anticipated that through growth in services and attracting income, this model would maintain and improve

with schools having a commissioning role	service delivery. It is not anticipated that service reductions would be required.
Model D: Joint venture with schools having an ownership role	It is anticipated that through growth in services and attracting income, this model would maintain and improve service delivery. It is not anticipated that service reductions would be required

It is anticipated that for the joint venture model any impact would be positive due to the desire to improve the performance of services. There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service and therefore it is anticipated that those who currently access/receive services will still do so under the alternative delivery model. However until the next stage when the Business Case is produced, the procurement process is underway and the detailed service specifications are agreed, the impact is not certain.

Milestone 3: PQQ stage (March 2015)

The impact on equalities could not be determined as this will emerge later in the procurement process when information is received on proposals. Mitigating action was not required at this stage.

Milestone 4: Outline Solution and Detailed Solution stage (April – August 2015)

Following the decision by CELS committee to proceed with the development of a full business case, the procurement phase was initiated with a view to establishing a joint venture company.

During the procurement process we have taken due regard to equalities. The concerns raised by the consultation have been taken into consideration during the procurement process through the dialogue. There has been ongoing engagement with schools through the procurement process. Various headteacher representatives have participated in both the dialogue process and the evaluation of submissions, as well as ongoing consultation with the Headteacher Reference Group on issues emerging from dialogue.

As part of the procurement process, the bidders were provided with relevant information on Barnet policies, which included the equalities policy and the children and young people plan.

In their Outline Solution, Cambridge Education proposed a joint venture company model, as well and a variant bid which proposed a strategic partnering model. The details of both models were developed in their Detailed Solution. A key difference between the two models was

regarding the governance arrangements. Under the joint venture company model, there would be a new company owned by the Council and the bidder that would deliver the services to schools as well to the Council. The company would contract directly with schools and would sub-contract the task of delivery to the bidder and its sub-contractor. Under the strategic partnering model, the Council would enter into the services contract directly with the bidder. The bidder and its catering sub-contractor would enter into contracts directly with the schools. At this stage, Either model is likely to have a natural impact on equalities for service users and residents.

Having reviewed the bidders Outline Solution and the Detailed Solution, it is anticipated that through growth in services and attracting income, this model would maintain and improve service delivery and therefore any potential impact would be positive rather than negative due to the ambition to improve the outcomes for children and young people, thus performance of services. There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service. Therefore it is anticipated that those who currently access/receive services will still do so under the either alternative delivery model. It is felt that at this stage any proposed changes to the way in which a service will be delivered will either have a neutral or positive impact. However, until the procurement process ends and the final tender is received the impact on residents and service users is not certain.

A Full Equalities Impact Assessment will be produced when the procurement process concludes and a final tender is received. This will enable a full assessment of the impact to be undertaken and identification of any further mitigating actions required. Mitigating action to address any resident concern in relation to the level and quality of services will form part of the procurement and contractual negotiations.

Milestone 5: Final Tender stage & FBC stage (October – December 2015)

The evaluation panel for the final tender, which included The Education and Skills Director and Head of Education Partnership and Commercial Services, specialist advisors and school representatives, were also given the opportunity to comment on whether they observed any impacts on equalities for service users/residents as part of the evaluation and moderation process. No negative impacts on specific groups were identified and the overall impact was considered as neutral, irrespective of the delivery model.

The final tender has clarified that if Cambridge Education will deliver services to our specifications. Their proposal has not raised any concerns regarding any negative equality impacts to service users or residents. The impact assessment for service users/residents identifies a neutral impact overall, as services will continue to be provided to the current level and quality.

The Initial Equalities Impact Assessments (completed at Outline Business Case stage) noted that there were likely to be no negative impacts and some positive impacts were expected and the overall impact was likely to be seen as positive. This was an optimistic assessment and

having reviewed the final tender, it is viewed that overall there would be a neutral impact, most significantly as there should be no difference in the service received by service users/residents as all services would be maintained through this contract.

Cambridge Education plan to conduct service reviews as part of their 100 day plan to mobilise the services. Any proposed changes to service level provision will require further consideration of the equalities impact on service users/residents. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision.

Milestone 6: Mobilisation (January – December 2016)

EIAs to be kept under review. Mitigating actions stated in the data table above (How are the following equality strands affected?) are to be carried out by the Council.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.

Milestone 7: Contract period (from April 2016)

Ongoing monitoring of the impact on equalities through the contract management by the Council's contract monitoring officer, particularly if changes are proposed to service provision.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.