



Adults and Safeguarding Committee 6 November 2017

Title	Business Planning
Report of	Strategic Director for Adults, Communities and Health
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A - Adults and Safeguarding Committee Revenue Savings Programme. Appendix B – Adults and Safeguarding Committee – Core Leisure Fees and Charges.
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Summary

On 20 November 2014 the Adults and Safeguarding Committee approved a five-year Commissioning Plan and indicative proposals for achieving £12.6m of savings between 2015-20. The Commissioning Plan and savings programme set out the strategic priorities, commissioning intentions and indicative budget proposals of the Adults and Safeguarding Committee up to 2019/20. A Business Planning report was agreed by Policy and Resources Committee on 9 July 2015 outlining the future financial challenge facing the Council, and the process whereby Theme Committees will consider the response to this challenge, including the setting of additional savings targets for each Committee. The target saving for the Adults and Safeguarding Committee from 2016-20 increased to £18.5 million. On 28th June 2016, the Policy and Resources Committee agreed a savings target for this Committee of £15.07m for 2017-20.

A Business Planning report was considered by Policy and Resources Committee on 27 June 2017, outlining the Council's updated Medium Term Financial Strategy (MTFS) to

2020. This report set out the proposed revenue and capital budget amendments for 2017/18 as well as setting out the previously agreed savings requirements across Theme Committees for the period 2018-20. Policy and Resources Committee asked Theme Committees to confirm delivery of savings plans, as confirmed at the March 2017 Council meeting. Throughout the MTFS lifecycle, Policy and Resources Committee have asked that, if any proposals are now either unachievable or will not deliver their original estimate, they must be supplemented by bringing forward new proposals to meet the gap. The budget projections through to 2020 are indicative figures. The budget will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of Council budget setting, and therefore could be subject to change.

The savings target for the Adults and Safeguarding Committee is £4.854m and £5.348m for 2018/19 and 2019/20 respectively. The MTFS saving lines have been reviewed for the next two years to consider achievability. The following paper sets out the savings programme; outlining key changes for the remaining two years of the MTFS period with commentary on the reasons for revising the savings and an assessment of risk, mitigations identified to supplement the savings gap and a summary of the full position including demand growth pressures.

This report asks the Committee to agree to the revenue savings programme and recommend it to the Policy and Resources Committee. The programme set out at Appendix A does not currently meet the total savings target for 2018-20. Further work will be done on the savings programme and further consideration will take place at Policy and Resources Committee in December.

Theme committees are also required to agree relevant fees and charges for services within their remit. This report therefore asks for the Committee's agreement to the proposed Leisure service fees and charges for 2018/19.

Recommendations

- 1. That the Adults and Safeguarding Committee agrees the savings programme as set out in Appendix A for recommendation to the Policy and Resources Committee.**
- 2. That the Adults and Safeguarding Committee agrees to further work on the savings programme and managing emerging demand pressures.**
- 3. That the Adults and Safeguarding Committee recommends the summary MTFS position displayed at paragraph 1.18 to the Policy and Resources Committee.**
- 4. That the Adults and Safeguarding Committee agrees the proposed core leisure fees and charges 2018/19 to take effect from 1 April 2017 to 31 March 2018.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The past six years have been challenging for all local authorities; the combination of reduced public spending and increasing demand meant that Barnet needed to save £75 million between 2011 and 2015, just over a quarter of its budget. As far as possible, the Council sought to meet this challenge through savings to the 'back office' to protect our front-line services. During this time of significant challenge, the Council has seen levels of resident satisfaction remain high both in terms of satisfaction with the Council as well as with a range of local services. The latest Residents' Perception Survey (Spring 2017) indicates that 82 per cent of residents are satisfied with Barnet as a place to live and 73 per cent feel that the Council is doing a good job.
- 1.2 In March 2017, the Council set a Medium Term Financial Strategy (MTFS) covering the period 2017–2020. The MTFS for this period identified a total budget gap of £53.9 million with savings identified from theme committees to meet this gap. To put this in context, the net annual expenditure requirement, before government grant and council tax, is £291 million. The business planning process works on an annual cycle to confirm the Council's budget each year. The Council typically re-assesses the assumptions underpinning the MTFS each year, through a report to Policy and Resources Committee (P&R) during the summer, ahead of the draft budget for the year ahead being presented in the autumn. The final budget is presented to P&R and Full Council for agreement in the spring. Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2017 Council meeting. The overall targets for Theme Committees remains the same and throughout the MTFS cycle, P&R have asked that any proposals that are either unachievable or will not deliver their original estimate should be supplemented by bringing forward new proposals to meet the gap.
- 1.3 This report recognises that the current MTFS runs until 2020 and that there is still a great deal of uncertainty about local government funding beyond this period. This will be compounded by the increasing complexity of cases in demand-led services, changing demographics and increasing cost of services. The current MTFS also relies on one-off funding from reserves to balance the budget until 2020, which will need to be met from more sustainable funding beyond this period – for example, through increases to the council tax base due to the regeneration in the west of the borough.
- 1.4 However, in spite of these challenges, there are significant opportunities for Barnet. Barnet has adopted a long term view of finance and over the past six years has been able to rise to the significant challenge of reduced funding from central government coupled with an increase in demographic pressures, saving over £112 million between 2011 and 2016 without negatively impacting

frontline services. With demand on local services continuing to increase and many local authorities having to generate more income locally, the next few years will present further financial challenges, alongside the savings of £53.9m to be achieved by 2020. However, this is also an opportunity for Barnet to do things differently and better.

- 1.5 Barnet's five strategic priorities that are set out in the Council's Corporate Plan are: delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, facilitating independence and building community capacity. The priority of delivering quality services is new and was introduced last year. The Council has ambitious plans for the next financial year and this priority is around ensuring that despite the challenges faced, the quality of local services is not compromised. This means getting the basics right and focussing on the services that matter most to our residents, such as keeping our neighbourhoods clean and safe and ensuring our roads and pavements are well looked after. We will also provide additional support to our most vulnerable residents to ensure that residents are able to stay healthy, independent, and enjoy a good quality of life.
- 1.6 The Council actively mainstreams equalities considerations into its business planning process and all savings proposals are in line with our Strategic Equalities Objective that citizens will be treated equally, with understanding and respect, and will have equal access to quality services, which provide value to the taxpayer.

Adult social care service specific context

- 1.7 It is estimated that the budget gap for social care in the UK to 2020 is £5.8 billion. For local government, the most significant announcement in the Spring 2017 Budget was the additional money for adult social care – £2 billion over the next two years, £1 billion of which was made available in 2017-18. The majority of this funding will go to local authorities and build on the Better Care Fund. This money is in addition to the £2.4 billion announced as part of an improved Better Care Fund in the 2015 Spending Review.
- 1.8 There has been recognition from the local government and health, and social care sectors that although welcomed, the funding announced in the Budget is far from enough. This view is supported by the 2017 ADASS (Association of Directors of Adult Social Services) survey which found that only 31% of adult social services directors were fully confident that they would meet their planned savings for 2017/18, falling to 7% in 2019/20. The survey also found that two-thirds of adult social services directors funded their overspends last year from Council reserves (67%) and by underspending in other Council

departments (66%). It was acknowledged in the Budget that in the long term “a fair and more sustainable basis for adult social care, in the face of the future demographic challenges” is needed. Barnet’s allocation of the additional funding for social care is £5,372,890 in 2017/18, £4,092,872 in 2018/19, and £2,039,280 in 2019/20. 90% of the new funding was allocated using the improved Better Care Fund methodology, and the remaining 10% using the relative needs formula for adult social care. This is in addition to the core BCF allocation for adult social care and the Care Act 2015 social care new burdens funding included within the BCF. The iBCF grant may be used only for the purposes of meeting adult social care needs; reducing pressures on the NHS, for example by supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported.

- 1.9 On 15 December 2016 a new flexibility relating to the social care precept was announced as part of the Local Government Finance Settlement. This allowed councils to raise additional income to be spent exclusively on adult social care through applying an increase to council tax, between 2017/18 and 2019/20, with 6% precept available over the 3 year period. Barnet applied the full 3% social care precept in 2017/18, which was spent exclusively on adult social care.
- 1.10 Alongside the social care funding, the Government also announced £325 million to be invested in the first local sustainability and transformation plans (STPs), although the majority of this is being used to cover existing NHS deficits. Barnet is part of the North Central London footprint, alongside Camden, Enfield, Haringey, and Islington. This focus on closing the budget gap in health care leaves a lack of investment in prevention measures which are needed to reduce reliance on expensive hospital and residential care.
- 1.11 The Chancellor also announced £100 million to go towards placing more GPs in A&E facilities to help manage demand by allowing better assessment of patients upon arrival to A&E.
- 1.12 The social care market nationally is under pressure and there is some evidence of this locally. The Adult and Safeguarding Committee’s commitment to ensuring sustainable prices are paid for care services has resulted in significant inflationary pressure in 17/18 and this is forecast to continue for the following two years. In addition the Council continues to work with local social care providers to support the recruitment, training and retention of a suitably skilled social care workforce.
- 1.13 The savings targets between 2018-20 remain in alignment with the vision and outcomes set out in the Adults and Safeguarding Committee Commissioning Plan 2017/18 Addendum, summarised below:

Vision

Adult Social care services have a key role to play in improving the lives of Barnet's most vulnerable residents, working with housing, education and health services to enable people to stay independent and live for longer in their own homes through:

- **Developing best practice social care** to focus on what people can do and how they can help themselves.
- **Diversifying Barnet's accommodation offer** to help more people live independently and empower young people with complex disabilities to stay in Barnet, where they grew up.
- **Transforming day care provision** to ensure that people remain active and engaged through access to employment and volunteering.
- **Integrating health and social care services** to prevent crises, help individuals stay well and in their own homes, and reduce demand on hospital services.
- **Improving the borough's leisure facilities, parks and open spaces** to support and encourage active and healthy lifestyles, thus helping to manage demand for adult social services.
- **Expanding evidence-based prevention and early support**, including technology, to make sure people can use services closer to home to help them stay independent for as long as possible.

Outcomes

Planning for Life: Working age adults and older people live a healthy, full and active life, in homes that meet their needs, and their contribution to society is valued and respected.

Key Outcomes:

- Our Social Workers will work with older and working age adults to support them to remain independent by focusing on their strengths, what they can do for themselves and what support can be drawn upon from family, friends and the local community.
- We are working with Barnet Homes, developers and private landlords to improve our accommodation and support offer which includes redesigned and improved floating support and supported living; investment of £15.1m in 53 extra care homes at Moreton Close; and use of assistive technology. We will also allocate £1.97m of the Better Care Fund to home adaptations.

- We will build on the successful launch of the Barnet Dementia Action Alliance (DAA) in 2016 by working with our partners to support communities to take practical actions to enable people to live well with dementia. The DAA will develop its own action plan this year, including a definition of what will be in place by 2019 to make Barnet a Dementia Friendly Borough.

Early support: Working age adults and older people are provided with the tools to manage their own health and wellbeing and maintain independence.

- We will improve the information and guidance available at the first point of contact through the Social Care Direct service. We will also develop a new digital offer, redesigning our website and developing self-service and self-assessment tools enabling people to stay independent and manage their own care. We will increase our telecare offer.
- Our commissioned prevention services will focus on increasing wellbeing, reducing isolation and increasing ability to manage daily living and participate in the community. These outcomes will be delivered through community development projects; supporting Public Health initiatives such as Community Centred Practice; using health volunteers to encourage resilience and self-management; and a training programme to enable staff to maximise health promotion opportunities when speaking to residents.
- To help people with learning disabilities and mental health conditions play an active part in their communities, we are working with day services and employers to ensure access to employment, volunteering and training. We will also expand the Mental Health Network – an enablement and recovery service that helps people with mental health conditions to stay in their community, at work and in their homes.
- We will continue to improve our integrated stroke pathway which prevents service users from needing high-cost health and social care, including taking part in a review of provision across North Central London.

Carers: Carers are valued as expert partners in supporting working age adults and older people to live independent lives.

- We will prioritise meeting the needs of carers, including young carers, through the support planning process, supporting carers' own physical and mental health needs to ensure carers feel able to continue to support an individual for as long as they can.
- Our new support service for carers and young carers will continue to provide assessments and advice; training to help support carers in their caring role; and carer support plans that are tailored to individual needs and utilise community resources.

- Our programme of support for carers of people with dementia will continue to support carers to continue to care for their loved one and maintain their family together.
- We will continue to support carers to balance work and caring commitments by working with employers to ensure they are aware of carers' employment rights and know how to support carers in their workforce to remain in employment.

Sport and Physical Activity: Health and wellbeing outcomes are achieved in a manner that is sustainable.

- We will promote a range of high quality, affordable and inclusive sport and physical activity opportunities focusing on groups we know need more support to participate.
- We will work in collaboration to achieve prevention and early intervention, thus inhibiting the onset of and/or alleviating the onset of long-term health conditions via our commissioned activity.
- We will integrate public health outcomes into a new leisure contract.
- We will develop local, regional and national partnerships that bring new investment into Barnet to encourage people to lead more active and healthy lifestyles.
- We have created pathways for physical activity and sport where residents can be referred by health and social care professionals and by self-referral. Advice on physical activity will be incorporated into services for groups that are particularly likely to be inactive.

- 1.14 The Transformation Programme will continue to deliver key projects and monitor the delivery of the savings programme. The delivery strategy over the last two years has been to develop new 'strength based' ways of working and new services that provide alternatives to dependency based higher cost care. Transformation projects have tested different solutions to understand what delivers the best outcomes and responds to the needs of the people in Barnet.
- 1.15 Progress reporting on the commissioning plan is presented to the Adults and Safeguarding Committee annually, with project performance also reported to the Performance and Contracts Management Committee.

Revenue

- 1.16 The following section outlines savings delivery and key changes to the remaining two years of the MTFS, Mitigations and new savings to partially supplement the savings shortfall and summary of the position including

demand growth pressures. The full MTFS savings proposal spreadsheet is attached as Appendix A.

Savings Delivery:

1.17 The savings target for Adults and Safeguarding Committee between 2018-20 is £10.2 million with £4.854m and £5.348m in 2018/19 and 2019/20 respectively. The MTFS saving lines have been reviewed for these two years to consider achievability. Savings lines have been reduced where deemed unachievable, resulting in a gap of £5.136 million across the two years. The Transformation programme will continue to monitor the delivery of the savings programme. There is a plan in place to deliver each of the remaining savings lines; however, there are potential delivery risks which will be managed as plans progress. The below summarises the key changes for the remaining two years of the current MTFS.

- 3rd party spend: As part of the 2017/18 savings programme the Council reviewed its prevention services to ensure they are evidence-based and provide maximum value for money. While there are other prevention services still funded by the Council, significant changes to funding levels for these contracts would be counterproductive to the delivery of our commissioning priorities where effective prevention services are an essential part of managing demand and intervening early. The preventative services in place are helpful in preventing demand for funded care packages. Therefore, the savings target has been reduced.
- Shared services and new delivery models: At the 19 September 2017 Adults and Safeguarding Committee, the option of a reformed in-house service as the delivery vehicle for adult social care was approved and it was agreed that health and social care workforce integration will be implemented at a service level (through initiatives such as Care Closer to Home), without full structural integration. These savings are now planned to be achieved from changing flows of demand based on the new operating model for Adult Social Care. In practical terms, this will mean lower numbers of care packages and reduced costs in individual care packages through strengths based working. As there are a number of other savings lines related to care package reductions, these savings have been captured within the lines for reducing demand and promoting independence.
- Savings through supporting people in the community: Significant savings have been achieved over the past few years on care packages for older people and admissions into residential care are low. Given this sustained focus it will be extremely challenging to achieve further savings hence the amount has been reduced.

- Carers' dementia intervention programme: The programme is achieving good outcomes; however savings are not coming through at the pace originally expected. Whilst savings may increase over time as more couples go through the programme, the revised figure is considered a realistic target for 2018/19.
- Personal assistants: The service is growing well and delivering strong outcome benefits and increased market capacity but not delivering the level of financial benefits at the pace originally expected. The saving is based on service users taking on the direct employment of their PAs instead of through the agency (Your Choice Barnet). Users are not currently choosing to directly employ at the rate forecast. Work is underway to understand the reasons for this and seek to address them.
- Wheelchair Housing and Older People Home share: They have been removed as they are not likely to deliver savings in this MTFS period. Wheelchair units will continue to be offered and home share is available to residents.
- Extra Care Housing 2: The change in planned savings has been amended because the second extra care building scheme has been delayed and is now due to open in September 2019. There should be further savings in 2020/21 of £347k once the second scheme is fully in operation. These savings are dependent on the completion of the scheme on time and on it being fully occupied.
- Integrated later life care: Work will continue to improve performance of the integrated team and targeting of social care cases, however, evidence to date suggests that financial benefits mainly accrue to the NHS and not social care. These savings and other reduced savings targets will be met through use of BCF and iBCF funding.

Mitigations, New Savings:

- Working age adults and mental health service users moving to step down/independent accommodation: Savings lines have been stretched as there is a dedicated piece of work to enhance the independence and well-being of individuals through person-centred, strengths-based, independence planning and service-wide improved ways of working. However, savings lines secured through care package reduction carry a level of risk to achievement as they are dependent on individual needs and demand.
- Assistive Technology: The new telecare service is performing well and providing increased confidence in its ability to deliver further savings into

19/20. There were 182 new installations in Q1, against a target of 138. Recent performance data shows 23.4% of current service users using telecare at the end of Q1, compared with 16.2% at the end of 16/17. Telecare installations have so far only covered Council-funded packages; access to the service will be promoted to self-funders in Q2 and Q3. The Delivery Unit's new digital strategy will improve residents' access to self-service tools and provide information and advice to help people make informed choices about their health and wellbeing. Note all care package reductions carry a level of risk to achieve, as they are dependent on individual needs and demand.

- BCF, iBCF: The government has allocated additional funding to local authorities for social care through the Better Care Fund and the improved Better Care Fund, in recognition of the growing need for services. The iBCF can be used for three purposes: meeting social care needs; stabilising the social care market (i.e. care providers); and supporting pressures in the NHS. In recent years, referrals from the NHS to social care have increased, with the NHS now accounting for over 50% of referrals to adult social care. The additional funding for Barnet from iBCF/BCF has enabled the Council to mitigate the impact of planned budget reductions. The funding has been used in areas where demand from the NHS is highest, such as home care, residential and nursing care.

These mitigations and stretch targets are already included in the MTFS spreadsheet set out in Appendix A.

Summary position including demand growth:

- 1.18 The following presents the budget gap as a result of unachievable savings and emerging pressures. The table outlines the original savings targets, anticipated savings delivery, mitigations (supplemented/stretched savings), demand growth (complexity and demographics) giving the total adults pressure.

MTFS £'000	2018/19	2019/20	Total
Original Target	(4,854)	(5,348)	(10,202)
Under delivered Savings	(1,917)	(3,219)	(5,136)
Anticipated Savings Delivery	(2,937)	(2,129)	(5,066)
Other Mitigations	(43)	(2,788)	(2,831)
Total savings to be achieved	(2,980)	(4,917)	(7,897)
MTFS Gap/(Surplus)	1,874	431	2,305
Demand Growth (complexity/demographics)	2,000	2,000	4,000
Total Adults Pressure including MTFS savings	3,874	2,431	6,305

- 1.19 The MTFS does not currently meet the total savings target for 2018-20. In addition emerging demand and increasing complexity of cases is placing a further pressure on achievement of the MTFS plans. Additional work will continue on the savings programme and managing emerging demand pressures. It is recommended that further consideration takes place at Policy and Resources Committee in December.

Core leisure fees and charges

- 1.20 A new leisure management contract will take effect from January 2018 to 31 March 2028. All 'core' and 'protected' prices defined within the Contract are to be agreed with the Authority prior to Contract Commencement. The Adults and Safeguarding Committee, as the relevant Theme Committee, is responsible for agreeing the core and protected prices for Leisure attached at Appendix B.
- 1.21 In determining annual activity prices, membership and pay and play pricing options and discounts, the Contractor must ensure these are affordable to people on low income, to encourage increasing participation and generate sufficient income to sustain leisure centre services.

- 1.22 The Authority has set specific maximum prices for certain activities and users, which shall increase as a maximum at the rate of consumer price index inflation (CPI) for the Contract Period.
- 1.23 The core prices represent the maximum amount that can be charged by the operator, the increase is aligned with the current CPI rate as per the contract requirements. Whilst the percentage increase outlines the maximum charge, a number of core prices may be implemented at a lower charge rate.
- 1.24 Any variations from the pricing schedule shall be addressed through the Change Protocol, and will take place to coincide with the annual pricing review or otherwise by written agreement between the parties. All prices will be inclusive of VAT.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This report sets out the indicative proposals for how the Committee will achieve the revenue savings confirmed by the Council's Policy and Resources Committee on 27 June 2017 and which accord with the priorities of the Adults and Safeguarding Committee, set out in paragraph 1.6.

3. POST DECISION IMPLEMENTATION

- 3.1 These proposals will be considered by the Policy and Resources Committee on 5 December 2017 and will form part of the delivery of the Council's Medium Term Financial Strategy. Public consultation on the Council's Medium Term Financial strategy will commence in December.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

- 4.1.1 The Council's Corporate Plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness, responsibility and opportunity**, to make sure Barnet is a place:
- Of opportunity, where people can further their quality of life.
 - Where people are helped to help themselves, recognising that prevention is better than cure.
 - Where responsibility is shared, fairly.
 - Where services are delivered efficiently to get value for money for the taxpayer.

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

- 4.2.1 The 2017/18 budget for Adults & Communities is £87.184m which includes £4.7m of 2017/18 social care precept monies. Quarter one forecast variance for Adults and Communities was an overspend of £129k (as a result of pressures from Deprivation of Liberty Safeguards Grant)
- 4.2.2 The total budget for Leisure centres is £480k and currently forecast to spend to budget with £665k also available from reserves.
- 4.2.3 A minor change is proposed to the charging policy for adult social care to remove the charge for telecare for those eligible for social care help. This would not result in a loss of income (currently those receiving a telecare service from the Council are already paying their maximum contribution towards other services). It will remove a barrier to people accepting the service which will reduce the cost of alternative care as needs escalate.
- 4.2.4 Appendix A identifies the areas where it is proposed to deliver savings. The programme set out at Appendix A does not currently meet the total savings target for 2018-20. In addition, demand as a result of increasing complexity of cases is placing increased financial pressure on the MTFS budgets. Further work will be done on the savings programme and demand management. It is recommended that further consideration takes place at Policy and Resources Committee in December 2017.
- 4.2.5 Appendix B presents the core Leisure core and protected prices for agreement.

4.3 Social Value

- 4.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. In taking forward the proposals due regard will be paid to the Social Value Act. We will seek added value that providers can bring in delivering our services such as where apprenticeships are provided.

4.4 Legal and Constitutional References

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

are included in those reports, which have to be considered by the Committee when making the individual decisions.

4.4.2 The Adults and Safeguarding Committee is approving these proposals for referral to the Policy and Resources Committee. These proposals will then be referred to Council so that Council can approve the budget envelope and set the council tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.

4.4.3 The Terms of Reference of the Adults and Safeguarding Committee are set out in the Council's Constitution, Part 15, and Responsibility for Functions. Under paragraph 4.3.9 of the Council's Financial Regulations, changes to fees and charges are approved by the Theme Committees.

The responsibilities of the Adults and Safeguarding Committee:

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

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

4.5 Risk Management

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

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

4.6 Equalities and Diversity

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

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

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

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

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

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

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

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

4.6.4 The relevant protected characteristics are:

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

- 4.6.5 As individual proposals are brought forward for consideration by the Adults and Safeguarding Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action. The equalities impact of all proposals will be reviewed as proposals develop and will inform the final consideration of the savings proposals by the Policy and Resources Committee in 2018.
- 4.6.6 Where there are changes to service delivery, it is inevitable that these will impact on individuals in different ways. However at each stage of the process, the Council will conduct full EIA to ensure that where some current and future clients are impacted, proper measures are considered to minimise the effect as far as possible. Those affected by any changes resulting from any of the proposals will be fully engaged. Where necessary proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.
- 4.6.7 In line with the Council's corporate plan and Adults and Safeguarding Commissioning Plan, we aim to promote independence and choice for Barnet residents and service users and to ensure that people participate and contribute to their communities. In order to achieve this, we have reviewed how some of our services are delivered which may mean a change from traditional social services to being more innovative and integrating a strengths based approach to how services are delivered. By promoting choice and inclusion we will help people to help themselves and others, recognising that prevention is better than cure and build strong, healthy, resilient, successful and safe communities.
- 4.6.8 The revenue savings sheet shown as Appendix A currently indicates that an equalities impact assessment has been carried out for 10 savings proposals showing a positive/neutral impact on equalities and customer satisfaction. There are anticipated positive/neutral benefits in the following: E3 Transformation of Your Choice Barnet supported living and day-care services, R1 Savings through supporting people in the community as opposed to high cost care packages and residential placements, R5 Assistive Technology, R8 Support for Working age adults . Six savings proposals anticipate a positive impact on equalities and customer satisfaction, as follows: R2 Carers Intervention programme, R3 Extra-Care 1 (Moreton Court), R4 Independence of Young People, R6 Older Adults – DFGs, R7 Personal assistants, R9 Mental Health service users moving to step down/independent accommodation.
- 4.6.9 An equalities impact assessment has not been carried on income lines or E1, 3rd party spend because the commercial contract expiry will have no impact on service delivery or customer satisfaction. A full impact assessment will be undertaken for 19/20 savings proposals, E2, staffing efficiencies and R10 Extra Care Housing 2 as proposals develop.

4.6.10 A preliminary assessment undertaken by officers for the price increases for core leisure fees and charges does not consider there to be an impact on equalities.

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

4.7 Consultation and Engagement

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

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

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

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

- 4.7.3 Public consultation on the overall budget for 2018/19 will commence on 6 December 2017, following the Policy and Resources Committee on 5 December 2017 before the final savings are recommended to Full Council on 6 March 2018.
- 4.7.4 The public consultation will give residents an opportunity to comment on the 2018/19 overall budget and the Adults and Safeguarding Committee's individual proposals to deliver the 2018/19 savings identified in this report, before final decisions are formalised in the Council's annual budget.
- 4.7.5 In terms of service specific consultations, the Council has a duty to consult with residents and service users in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the Council's equality duties.
- 4.7.6 Where appropriate, separate service specific consultations have already taken place and a link to the report presenting findings of the consultation is provided within the MTFs spreadsheet and/or hyperlinked in background papers below. Apart from public consultation on the overall budget no service specific consultations are due to take place for the 2018/19 savings.

5. BACKGROUND PAPERS

5.1 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Adults and Safeguarding Committee 20 November 2014	Decision Item 7 - Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8098&Ver=4
Policy and Resources Committee 10 June 2014	Decision Item 6 - Corporate Plan and Medium Term Financial Strategy 2015/2016 to 2019/2020	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7856&Ver=4
Policy and Resources Committee 17 February 2015	Decision Item 9 – Sport and Physical Activity Review Outline Business Case	http://barnet.moderngov.co.uk/documents/s21208/Sport%20and%20Physical%20Activity%20Review%20Revised%20Outline%20Business%20Case.pdf
Adults and Safeguarding Committee 19 March 2015	Decision Item 8 – Adults and Safeguarding Commissioning Plan	Item 8 – Adults and Safeguarding Commissioning Plan
Policy and Resources Committee 24 March 2015	Decision Item 9 –The Better Care Fund 2015-2016– Agreement to enter into a Pooled Budget with NHS Barnet CCG	http://barnet.modern.gov.co.uk/documents/s22197/The%Better%20Care%20Fund%202015-2016%20Agreement%20to%20enter%20into%20a%20pooled%20fund%20with%20NHS%20Barnet%20CCG.pdf
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16- 2019/20	http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf
Adults and Safeguarding Committee 12 November 2015	Decision Item 7 - Business Planning – 2015/16	http://barnet.moderngov.co.uk/documents/s27181/Adults%20and%20Safeguarding%20Business%20Plan%202016-2017.pdf

Item	Decision	Link
Adults and Safeguarding Committee 12 November 2015	Decision Item 12 – A new Operating Model for Adult Social Care	http://barnet.moderngov.co.uk/documents/s27171/A%20new%20operating%20model%20for%20adult%20social%20care.pdf
Policy and Resources Committee 16 December 2015	Decision Item 7 - Business Planning – Medium Term Financial Strategy 2016-20 Decision Item 12 - The relocation and redevelopment of Church Farm Leisure Centre and the redevelopment of Barnet Copthall Leisure Centre	http://barnet.moderngov.co.uk/documents/s28174/Business%20Planning%20Medium%20Term%20Financial%20Strategy%202016-20.pdf http://barnet.moderngov.co.uk/documents/s28130/The%20relocation%20and%20redevelopment%20of%20Church%20Farm%20Leisure%20Centre%20and%20the%20redevelopment%20of%20Barnet%20Copthall.pdf
Council 1 March 2016	Report of Policy and Resources Committee - Business Planning 2016-20	http://barnet.moderngov.co.uk/documents/s30002/Report%20to%20Council%20-%20Business%20Planning%202016-20.pdf
Adults and Safeguarding Committee 7 March 2016	Decision Item 7 - Updated Commissioning Plan Decision Item 9 – Adults Social Care Delivery Model project Outline Business Case	http://barnet.moderngov.co.uk/documents/s30106/Commissioning%20Plan%202016-17.pdf http://barnet.moderngov.co.uk/documents/s30109/Alternative%20delivery%20model%20for%20Adult%20Social%20Care.pdf
Adults and Safeguarding Committee 16 June 2016	Decision Item 7 - Review of Your Choice Barnet Contract	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8671&Ver=4

Item	Decision	Link
Adults and Safeguarding Committee 19 September 2016	Decision Item 9 - Revised Business Case on Adults Social Care Alternative Delivery Model and Implementation of the New Operation Model	http://barnet.moderngov.co.uk/documents/s34553/Revised%20Business%20Case%20on%20Adult%20Social%20Care%20Alternative%20Delivery%20Vehicle%20and%20Implementation%20of%20the%20Ne.pdf
Adults and Safeguarding Committee 10 November 2016	Decision Item 11 - Business Planning	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8674&Ver=4
Adults and Safeguarding Committee 23 January 2017	Decision Item 10 - Prevention and Early Support Review Consultation Report	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8675&Ver=4
Policy and Resources Committee 17 February 2017	Decision Item 9 -Sport and Physical Activity Review Revised Outline Business Case	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4
Delegated Powers Report: Changes to the Council's Fairer Contributions Policy	Changes to the Council's Fairer Contributions Policy	https://barnet.moderngov.co.uk/mglsueHistoryHome.aspx?IId=34588&optionId=0
Budget Council, Council Tuesday 7 March, 2017	Decision Item 11- Report of Policy and Resources Committee – Business Planning 2017-2020	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4
Policy and Resources Committee Tuesday 27 June, 2017	Decision Item 15 Business Planning 2017-20	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8736&Ver=4

Item	Decision	Link
Adults and Safeguarding Committee 19 September 2017	Decision Item 8 - Revised business case on adult social care alternative delivery vehicle and implementation of the new operating model	http://barnet.moderngov.co.uk/documents/s42239/Final%20recommendations%20on%20adult%20social%20care%20alternative%20delivery%20vehicle.pdf