

AGENDA ITEM: 5E Page Nos 209 – 534

Meeting	Cabinet
Date	14 February 2011
Subject	Budget, Council Tax and Medium Term Financial Strategy 2011/12 to 2013/14
Report of	Leader of the Council Cabinet Member for Resources and Performance
Summary	This report sets out the Budget, Council Tax and Medium Term Financial Strategy for the period from 2011/12 to 2013/14
Officer Contributors	Andrew Travers, Deputy Chief Executive Zina Etheridge, Assistant Chief Executive Assistant Directors of Finance
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Consultation Appendix 2 – Council Medium Term Financial Strategy (MTFS) Appendix 3 – Savings Appendix 4 – Pressures Appendix 5 – Detailed revenue budgets and departmental MTFS Appendix 6 – Guidance on equality legislation Appendix 7 – Housing Revenue Account Appendix 8 – Capital Programme Appendix 9 – Treasury Management Strategy Appendix 10 – Reserves and balances policy Appendix 11 – Corporate risk register Appendix 12 – Equality Impact Assessments
For decision by	Cabinet
Function of	Executive
Reason for urgency/ exemption from call-in	N/A

	<u>RECOMMENDATIONS (for recommendation to full Council)</u>
1.1	Cabinet is asked to recommend to Council on 1 March 2010 the following: -
1.2	<p><u>Consultation and Equalities</u></p> <p>That Cabinet consider conscientiously the consultation outcomes and give due regard to the statutory equalities duties when making their decisions. The outcome of consultation as set out in Appendix 1.</p>
1.3	<p><u>Medium Term Financial Strategy (MTFS)</u></p> <p>That Council approve the MTFS attached at Appendix 2.</p> <p>The MTFS sets out all of the budget changes over the period from 2011/12 to 2013/14, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the Council's financial strategy is based.</p>
1.4	<p><u>Savings and Pressures</u></p> <p>That Council approve the savings as set out in Appendix 3.</p>
1.5	That Council approve the pressures as set out in Appendix 4 .
1.6	<p><u>Revenue Budget and Council Tax</u></p> <p>The budget has been prepared on the basis of a Council Tax freeze for 2011/12.</p> <p>That Council approve the estimates of income and expenditure for 2011/12 (Appendix 5).</p>
1.7	That it be noted that the Chief Finance Officer under his delegated powers has calculated the amount of 139,657 (band D equivalents) as the Council Tax base for the year 2011/12 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992.
1.8	<p>That Council approve the following amounts be now calculated for the year 2011/12 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992 (Appendix 5):</p> <p>(a) £906,491,925 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the Act;</p> <p>(b) £651,520,362 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act;</p> <p>(c) £254,971,563 being the amount by which the aggregate at 1.8(a) above exceeds the aggregate at 1.8(b) above, calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year;</p>

(d) £99,505,391 being the aggregate of the sums which the Council estimates will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant or additional grant increased or reduced (as appropriate) by the amount of the sums which the Council estimates will be transferred in the year from:-

- Its collection fund to its general fund; and
- Its general fund to its collection fund in accordance with Sections 97(3) and (4) and 98 (4) and (5) respectively of the Local Government Finance Act 1988.

(e) £1,113.20 being the amount at 1.8 (c) above less the amount at 1.8(d) above, all divided by the amount at 1.7 above, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year 2011/12;

London Borough of Barnet Valuation Bands (£)

A	B	C	D	E	F	G	H
742.13	865.82	989.51	1,113.20	1,360.58	1,607.96	1,855.33	2,226.40

Being the amounts given by multiplying the amount at 1.8(e) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which is in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 1.9 That it be noted that for the year 2011/12 the Greater London Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:-

Greater London Authority Valuation Bands (£)

A	B	C	D	E	F	G	H
206.55	240.97	275.40	309.82	378.67	447.52	516.37	619.64

- 1.10 That, having calculated the aggregate in each case of the amounts at 1.5(e) and 1.6 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2010/11 for each of the categories dwellings shown below: -

Council Tax for Area (£)

A	B	C	D	E	F	G	H
948.68	1,106.79	1,264.91	1,423.02	1,739.25	2,055.48	2,371.70	2,846.04

- 1.11 That in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 1.10 above pursuant to Section 30 of the Local Government Finance Act 1992 within a period of 21 days following the Council's decision.

Housing Revenue Account and Rents

1.12 That Council approve the Housing Revenue Account estimates for 2011/12 as set out in **Appendix 7**.

1.13 That, with effect from 1 April 2011:-

(a) The rent of all Council dwellings be changed in line with the proposals outlined in this report, producing an average increase of 6.5%

(b) That the rents of all properties re-let for whatever reason be moved upwards to the formula rent. Where formula rent is below actual rent no reduction will be made.

(c) That service charges for all tenants of all flats and maisonettes based on the services they receive be held at the following charges (per week, 48 week basis):-

Caretaking £5.72

Caretaking Plus £7.39

Block Lighting £0.91

Grounds Maintenance £0.59

Quarterly Caretaking £1.15

Communal Digital TV £0.76

(d) That the charges for space and water heating for those properties served by the Grahame Park boiler house and other properties be frozen pending a detailed review of charges and recovery.

(e) That the leaseholder management fees be increased as follows:

- Fixed fee element - £113 to £119
- Variable fee element – 23.7% to 24.5%
- Freeholder fee - £25 to £35

(f) That the charges for the Assist (Lifeline) Service and the Warden Service are frozen at current levels.

(e) That, with effect from 1 April 2011, the rents of Council garages be increased by 6.5% in line with the increase in general dwellings rents.

(f) That the Chief Executive be instructed to take the necessary action including the service of the appropriate Notices.

Capital

1.14 That Council approves the capital programme as set out in **Appendix 8**, and that the Chief Officers be authorised to take all necessary action for implementation.

1.15 The Chief Finance Officer be authorised to adjust capital project budgets in 2011/12 throughout the capital programme after the 2010/11 accounts are closed and the amounts of slippage and budget carry forward required are known.

1.16	<p>That where slippage results in the loss of external funding and a new pressure being placed on prudential borrowing, the relevant Director report on options for offsetting this impact by adjusting other capital projects.</p> <p><u>Treasury Management, Capital Prudential Code and Borrowing Limits</u></p>
1.17	<p>The Council note the Treasury Management Strategy for 2011/12 as set out in Appendix 9 which will go to Cabinet Resources Committee for approval.</p>
1.18	<p>The full set of Prudential Indicators set out in Appendix 9 is noted and that the Chief Finance Officer be authorised to raise loans, as required, up to such borrowing limits as the Council may from time to time determine and to finance capital expenditure from financing and operating leases.</p> <p><u>Reserves and Balances Policy</u></p>
1.19	<p>That Council agree the Reserves and Balances Policy as set out in Appendix 10. The policy states that the minimum level of General Fund balances should be £15m after taking account of all matters set out in the Chief Finance Officer's report on reserves and balances as set out in the appendix.</p> <p><u>Corporate Risk Register</u></p>
1.20	<p>That Council note the Corporate Risk Register as set out in Appendix 11.</p> <p><u>Equality Impact Assessments</u></p>
1.21	<p>That Council note the Equality Impact Assessments included in Appendix 12. A summary of the equality impact of every budget saving proposal has been included in Appendix 3, and a summary of the issues is set out in paragraph 9.5.6 of the report. The appendix provides the full assessments where significant changes to service delivery are proposed.</p>

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 21 June 2010 considered the strategic outlook and likely severe resource constraint, and agreed a financial and business planning process covering the period 2011/12 to 2013/14.
- 2.2 Cabinet on 20 October 2010 considered the implications of the government's plans to balance the national budget and noted a net budget gap of £38.1m over the next three years. Cabinet agreed to consult on possible budget savings of £46.2m over that period.
- 2.3 General Functions Committee on 25 October 2010 agreed revised severance terms and Managing Organisational Change policy.
- 2.4 Cabinet on 29 November 2010 agreed the One Barnet Framework.
- 2.5 Cabinet Resources Committee on 30 November 2010 approved a revised Treasury Management Strategy.
- 2.6 Cabinet on 13 December 2010 agreed budget headlines for formal consultation which included savings proposals totalling £54.4m and pressures totalling £6.8m.
- 2.7 General Functions Committee on 13 December 2010 agreed the report "People implications of the budget headlines for 2011/12".

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The financial and business planning process is designed to enable Members to set the strategic direction of the Council, and for that direction to be reflected in the Corporate Plan, the budget, and business unit and individual staff plans. The process is designed to dovetail with the Corporate Plan, ensuring resources are most effectively focussed on the priorities set out in the plan. The nature of the process is particularly designed to support the priority of *Better Services with less Money*.

4. RISK MANAGEMENT ISSUES

- 4.1 Severe resource constraint represents the most significant risk to the Council fulfilling its strategic objectives. The One Barnet programme potentially mitigates this risk, but needs to be taken forward in a timely fashion and integrated into the financial and business planning process.
- 4.2 The Council has recently taken steps to improve its risk management processes, in particular integrating the management of financial and other risks. Risk management information is reported quarterly to Cabinet Resources Committee, along with other performance management information, and will be reflected as appropriate in financial and business planning.

- 4.3 The outcome of Icelandic Bank litigation remains the single most important financial risk facing the Council. Our current balance sheet assumes that the Council retains priority status as a creditor of the two banks through the wind-up process. Priority status, and other matters, will be considered by the Icelandic Courts in February and March 2011. Any decision is likely to be appealed, so there is likely to be a continued period of uncertainty. The most significant risk for the Council is that ultimately priority status will not be maintained leading to a much lower level of eventual recovery of funds. To mitigate the potential disruption to our financial plans, the Council needs to set aside funds in the risk reserve accordingly. The additional potential cost is estimated at £14.1m, and this could crystallise in 2010/11 when the accounts are closed, or subsequently in accordance with events in the judicial process. The Council applied for a capitalisation direction in 2010/11 to provide additional flexibility in dealing with the potential additional cost, but this was declined by government. A key aim of financial strategy is therefore to set aside sufficient revenue funding in the risk reserve. Should this risk crystallise prior to sufficient funds being identified in the risk reserve, other reserves would need to be utilised and then replenished as a priority within the financial strategy.
- 4.4 The judgement in the catalyst arbitration has resulted in a provision of £7.012m being set aside in the accounts for 2009/10. The Council has now received further direction on the detail of the settlement from the arbitrator, and also needs to consider liability for costs. Taking account of both these factors, it is necessary to set aside a further provision of £2m in 2010/11. This will be funded from the risk reserve.
- 4.5 The challenges set out in this report will require fundamental change in the way Council services are delivered which in turn will impact on the human resources of the organisation and related policies and practices. Managing this process in conjunction with Trade Unions and staff is a key risk which will be mitigated through the people and culture workstream within the One Barnet programme.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents.
- 5.2 All proposals emerging from the financial and business planning process have been fully considered in terms of equalities and diversity issues as set out in the Corporate Plan and as required by statute, including the requirements for consultation and equality impact assessments where necessary.

- 5.3 Similarly, all human resources implications have been 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.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 This report is concerned with the Council's medium-term financial strategy and budget process. It recognises severe resource constraint and sets a budget and medium term financial strategy that will maximise the Council's ability to pursue its strategic agenda through an extremely challenging period.
- 6.2 The Government has decided to discontinue the national performance management mechanism overseen by the Audit Commission. As part of this business planning process, the Council will therefore need to determine even more clearly its own strategic objectives and the metrics which can be used to measure success. Similarly, the demise of the Use of Resources assessment means that the Council must ensure that the normal business planning cycle will deliver the strong governance and corporate capacity necessary to ensure that resources are utilised effectively.

7. LEGAL ISSUES

- 7.1 All proposals emerging from the financial and business planning process have been considered in terms of legal implications for the Council and, where appropriate, mechanisms put into place to mitigate legal risks as far as possible.
- 7.2 The Council is grappling with some immensely difficult, complex and competing choices. It is conceivable that some service users and or members of the community may not be agreeable to the proposals in this report. A challenge by way of judicial review could be mounted by any person, group of persons or body or group of bodies potentially adversely affected by a particular proposal. This could be brought at any stage of the decision making process on the grounds of illegality, irrationality and or impropriety. In order to successfully defend a challenge it is critical that proper decision making processes are followed, that where appropriate and necessary there is proper consultation and at all times the Council has due regard to its public law equality duties.
- 7.3 An analysis of key risks has been undertaken for each budget saving. The main key legal risks for the process are as follows:
- Legal risks around not fully or properly considering the impact upon groups with 'protected characteristics' as evidenced by equality impact assessments and potential challenge if these considerations are not fully and properly taken into account by Cabinet;

- Statutory requirement to give 90 days notice, given that there are expected to be more than 99 redundancies; and
- Legal risks around statutory and legal duty to consult on individual budget options and with business rate payers.

These risks have been mitigated as follows:

- An equality impact assessment has been carried out for all savings proposals included in **Appendix 3**;
- The statutory requirement to give 90 days notice for redundancies will have been complied with in advance of the 1st April, with consultation commencing on 3 December 2010;
- Legal advice has been taken on all proposals that result in significant changes in services. This has resulted in detailed consultation being carried out across all budget options, and this is set out in more detail at **Appendix 1**; and
- Consultation has been carried out with business rate payers.

Consultation

7.4 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 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 it's own practice or policy;
- Exceptionally, where the matter is so important that the Council ought to consult whether or not there is a statutory duty to consult.

7.5 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; and
- 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.

7.6 Consultation proposals should demonstrate not only that the Council is approaching the proposals with an open mind, but also that it is mindful of the range of implications any proposal may have for those affected and that any decision is not pre-determined prior to the consultation and the response thereto being considered.

- 7.7 The Council must take account of all relevant considerations, including importantly the duty to give due regard to the public law equalities duties and in particular any potential differential and/or adverse impact. The Council must also have regard to and weigh up all countervailing factors, including financial resources, which in the context of the function being exercised, it is proper and reasonable for the Council to consider.
- 7.8 Having taken account of the relevant legal advice, Directors have confirmed that these considerations have been taken into account in the budget setting process in respect of the proposals affecting their services.

Equality duties

- 7.9 The single public sector equality duty pursuant to the Equality Act 2010 is likely to come into force in April 2011. Until then, the Council must have due regard to goals set out in existing discrimination legislation as follows:

Under s71 (1) of the Race Relations Act 1976

- (a) to eliminate unlawful racial discrimination; and
- (b) to promote equality of opportunity and good relations between persons of different racial groups.

Under s49A of the Disability Discrimination Act 1995 to:

- (a) the need to eliminate discrimination that is unlawful under this Act;
- (b) the need to eliminate harassment of disabled persons that is related to their disabilities;
- (c) the need to promote equality of opportunity between disabled persons and other persons;
- (d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- (e) the need to promote positive attitudes towards disabled persons;
- and
- (f) the need to encourage participation by disabled persons in public life.

Under s76A of the Sex Discrimination Act 1975:

- (a) to eliminate unlawful discrimination and harassment, and
- (b) to promote equality of opportunity between men and women.

- 7.10 Attention is drawn specially to the Council's duties under section 49A (d) of the Disability Discrimination Act as this imposes a more positive obligation to consider whether disabled people should be treated more favourably. The Council must identify the groups of people affected by any proposal and how they are affected by the proposals and in the case of disabled people the Council must give due regard to treating them more favourably.
- 7.11 'Due regard' as required by legislation is more than 'regard'; it requires more than simply giving consideration to the issue of disability, race or gender, the law requires a rigorous and open minded approach. The public authority duty

is to have 'due regard' and this is about the process of formulating policy and making decisions but this must also be about substance rather than form. In considering the duties decision makers must consider the alternatives and all the countervailing circumstances including where appropriate the budgetary requirements. In considering the Equality Impact Assessment, decision makers must concentrate on the quality of the analysis in assessment when making their decision and not just the form of the document and its conclusions.

- 7.12 The core provisions of the Equality Act 2010 came into effect in October 2010. This Act provides a new cross-cutting legislative framework; to update, simplify and strengthen the previous discrimination legislation. The general duty on public bodies is set out in section 149 of the Act. Although this section is not yet in force it will be when the recommendations in this report are implemented if Cabinet decides to agree to those recommendations. Therefore the Council must have due regard to these new duties as set out below in relation to the new protected groups which are also set out;

(1) 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;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) 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;
- (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.

(3) 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) 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, to the need to—

- (a) tackle prejudice, and
- (b) promote understanding.

(5) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(6) The relevant protected characteristics are—

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

It also covers marriage and civil partnership with regard to eliminating discrimination

7.13 There is also a statutory Code, namely The Duty to Promote Disability Equality: Statutory Code of Practice made by the Disability Rights Commission (now named Equality and Human Rights Commission, EHRC). The Code sets out what public authorities need to do to fulfil the general and specific duties. New Statutory Guidance will be issued shortly in relation to the new duties under s149 of the Equality Act 2010.

7.14 There is also a non-statutory guidance issued by the EHRC on the general duty, including gathering and analysing evidence to inform action, on how public authorities assess information and make decisions. The Equality and Human Rights Commission has published some non-statutory Guidance in relation to the new equality duty. It states that the essence of the new duty remains the same, to have due regard to achieve the three general duty aims. It also states, amongst other matters that public authorities should;

- have an adequate evidence base for decision making and to consider what engagement needs to be undertaken with people who have an interest in tackling discrimination, advancing equality and fostering good relations
- analyse the effect of a policy or practice on equality

7.15 The Council is following this Code and taking the Guidance into consideration in formulating its proposals for consideration by Cabinet. The Guidance is attached at **Appendix 6** of this report. The guidelines laid down by the Court in the case of R (Brown) v Secretary of State for Work and Pension which also gives decision makers some additional guidance when considering their equality duties are as follows:

First, those in the public authority who have to take decisions that do or might affect disabled people must be made aware of their duty to have “due regard” to the identified goals: compare, in a race relations context R(Watkins – Singh) v Governing Body of Aberdare Girls' High School [2008] EWHC 1865 at paragraph 114 per Silber J. Thus, an incomplete or erroneous appreciation of the duties will mean that “due regard has not been given to them: see, in a

race relations case, the remarks of Moses LJ in *R (Kaur and Shah) v London Borough of Ealing* [2008] EWHC 2062 (Admin) at paragraph 45.

Secondly, the “due regard” duty must be fulfilled before and at the time that a particular policy that will or might affect disabled people is being considered by the public authority in question. It involves a conscious approach and state of mind.

Thirdly, the duty must be exercised in substance, with rigour and with an open mind. The duty has to be integrated within the discharge of the public functions of the authority. However, the fact that the public authority has not mentioned specifically section 49A(1) in carrying out the particular function where it has to have “due regard” to the needs set out in the section is not determinative of whether the duty under the statute has been performed: see the judgment of Dyson LJ in *Baker* at paragraph 36. But it is good practice for the policy or decision maker to make reference to the provision and any code or other non – statutory guidance in all cases where section 49A(1) is in play.

Fourthly, the duty imposed on public authorities that are subject to the section 49A(1) duty is a non – delegable duty. The duty will always remain on the public authority charged with it. In practice another body may actually carry out practical steps to fulfil a policy stated by a public authority that is charged with the section 49A(1) duty. In those circumstances the duty to have “due regard” to the needs identified will only be fulfilled by the relevant public authority if (1) it appoints a third party that is capable of fulfilling the “due regard” duty and is willing to do so; and (2) the public authority maintains a proper supervision over the third party to ensure it carries out its “due regard” duty. ...

Fifthly, (and obviously), the duty is a continuing one.

Sixthly, it is good practice for those exercising public functions in public authorities to keep an adequate record showing that they had actually considered their disability equality duties and pondered relevant questions. Proper record — keeping encourages transparency and will discipline those carrying out the relevant function to undertake their disability equality duties conscientiously. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by section 49A(1) ...”

7.16 It is the opinion of the lead officer for equalities and diversity that these requirements have been adhered to in formulating the budget proposals included in this report.

8. CONSTITUTIONAL POWERS

8.1 Constitution, Part 3, Responsibility for Functions – Section 3, Responsibilities of the Executive.

9. BACKGROUND INFORMATION

9.1 Executive Summary

9.1.1 The Cabinet on 21 June 2010 considered the strategic policy context for the financial and business planning process paying particular attention to:

- The population increase in Barnet (making Barnet the most populous London Borough);
- The nature of the population change, particularly the young (under 5) and older people (over 85);
- Opportunities around technological change to deliver services in new ways; and
- Changing roles and expectations for public services and local government.

9.1.2 These themes have underpinned the financial and business planning process which has been progressing since June.

9.1.2 Cabinet on 20 October 2010 agreed to consult on strategic savings options totalling £46.2m. Consultation attracted significant interest, with over 5,000 visits to the budget ideas website from October through to early December. Following feedback on initial consultation, Cabinet agreed to remove £0.9m of cuts to voluntary sector funding. A number of budget ideas were also incorporated into detailed savings proposals.

9.1.4 The spending review on 20 October 2010 provided high level details of the funding for local government as a whole. The total cut to local government funding was 26% over four years. The spending review had two main features. Firstly, the cuts were front loaded with most of the cuts coming in 2011/12 and 2012/13. Secondly, it spelt the end of many specific grants. This meant that the budget gap increased, and Cabinet on 13 December agreed to consult on detailed budget headlines which included savings proposals totalling £54.4m. The outcome of this consultation is included in this budget setting report.

9.1.5 The draft local government finance settlement was announced on 13 December 2010 (and was confirmed on 31 January 2011 with minimal change). The settlement was announced for the two years covering 2011/12 and 2012/13. There will not be an announcement for 2013/14 until a fundamental review of local government financing has taken place, so assumptions have been made in the financial strategy for 2013/14 funding.

9.1.6 As a result of the above, and developments to the Medium Term Financial Strategy as set out in section 9.4, the **final estimate of the budget gap is £46.6m over three years**. In addition, a number of service pressures have been identified of which £6.8m are considered unavoidable as a result of changes in legislation, demography and other factors. This means the **overall savings requirement is £53.4m over the next three years**.

- 9.1.7 Barnet's response to the strategic agenda is the One Barnet transformation programme built around the principles of a new relationship with citizens, one public sector in Barnet, and a relentless drive for efficiency. The principle driver for the programme is to develop a customer centred organisation, but it will also help to reduce the cost of the provision of services to our residents. The One Barnet Framework has now been agreed by the Cabinet and the programme is fully aligned with the financial and business planning process. Included in the savings proposals in Appendix 3 are £12.1m of savings in respect of the One Barnet programme (plus £1.4m 2010/11 savings comes to £13.5m for the programme as a whole).
- 9.1.8 However, the One Barnet savings will only be part of the solution to balancing the budget in such challenging economic circumstances. A number of the proposals included in the savings options will result in reductions or deletions of services previously provided, or in some cases increases in fees and charges. In summary:
- One Barnet £12.1m
 - Efficiency projects £22.4m
 - Increased income £3.8m
 - Service reductions £15.1m
- 9.1.8 Within this overall picture is evidence of how the Council is improving efficiency to minimise the impact of cuts on frontline services. For example, 2011/12 figures include £3m of savings in respect of management de-layering and internal restructuring, and £4.8m over the three year period. Better contracting and procurement activity are generating £5.6m in 2011/12 and £12.8m over three years. Other process efficiencies and back office improvements are resulting in savings of £2.5m in 2011/12 and £4.6m over the three year period.
- 9.1.9 Proposals have been developed by taking savings from every department across the organisation. This resulted in a series of strategic options being put forward, and it is Members' decision as to how these savings are realised across departments, taking into consideration the policy framework and the impact of specific savings in the process.
- 9.1.10 This report concludes the budget setting process and requests approval of the following:
- The Medium Term Financial Strategy for 2011/12 to 2013/14;
 - Savings and pressures;
 - Detailed revenue and capital budgets;
 - Levels of Council Tax for 2011/12;
 - The Housing Revenue Account; rent levels and other relevant charges;
 - The Treasury Management Strategy; and
 - The Reserves and Balances policy.

9.2 Strategy

9.2.1 The Cabinet on 21 June 2010 considered the strategic policy context for the financial and business planning process. This set the scene for the process that has been running since that point. The strategic policy context paid particular attention to:

- The population increase in Barnet (making Barnet the most populous London Borough);
- The nature of the population change, particularly the young (under 5) and older people (over 85);
- Opportunities around technological change to deliver services in new ways; and
- Changing roles and expectations for public services and local government

9.2.2 The planning process for budgets and services plans is paying particular regard to these issues. Overall, the Council's response to these challenges is defined by the One Barnet programme, the framework for which is summarised below.

One Barnet programme

9.2.3 Back in 2008, the Council identified three key drivers for change which informed the Future Shape programme:

1. The need to find new ways to tackle challenging problems
 - For instance our refuse services as currently constituted cannot tackle the most challenging waste problem we face – how to significantly reduce the amount of waste going into landfill.
2. The financial context
 - We anticipated that financial pressures resulting from the global recession would bring the era of consistently increasing public sector budgets to an end.
3. Resident satisfaction
 - Despite consistent improvements in service delivery, satisfaction with Barnet Council, as with other local authorities, has been on a downward trend

9.2.4 In 2010, the drivers for change still resemble those identified in 2008, and it is these drivers that inform the One Barnet programme. Specifically:

1. We still need to find new ways to tackle challenging problems.
2. We now have greater certainty about the scale of the financial challenge. Within the Council there is a funding gap of £46.6m over the next three years, and our public sector partners face challenges of a similar scale. There are other known pressures which would require us to make savings of £53.4m.
3. Digital technology continues to change and develop, as do the ways that people use it to change and grow. Residents will continue to expect us to deliver against those standards of instant information and access to services.

In addition:

- Our identification of the need to develop a new partnership with our residents to deliver services in future is echoed by the Coalition Government's focus on a Big Society;
- The Government's focus on localism and devolution sets a national context for our aim to provide local leadership and joined up services across the public sector;

9.2.5 Our response to the drivers identified has been, and remains, **to create a citizen-centred council** to ensure that citizens get the services they need to lead successful lives, and to ensure that Barnet is a successful place. We continue to believe that this is best delivered through the adoption of the three key principles of the programme.

1. A new relationship with citizens

- Enabling residents to access information and support and to do more for themselves

2. A one public sector approach

- Working together in a more joined up way with our public sector partners to deliver better services

3. A relentless drive for efficiency

- Delivering more choice for better value

9.2.6 A new relationship with citizens means that we will work together in a different way. We will provide a better service, putting citizens at the heart of what we do. In return we expect that they will do what they can for themselves, their families and their community.

9.2.7 We will provide information and services in ways that are convenient and which provide choice. Citizens will be responsible for taking the opportunities that are offered and we will give them the information they need to hold us to account.

What we will do for residents:

- Enable choice and control;
- Provide clear information; and
- Tailor services for residents.

What residents will do with us:

- Make best use of opportunities;
- Do all they can to support themselves, families, community; and
- Hold us accountable.

9.2.8 A One Public Sector approach is fundamental to One Barnet. Democratic accountability remains at the heart of serving residents successfully. We will work with partners to create truly joined up services, with the citizens at their heart. Specifically, we are currently in discussions with partners around placed based budgeting (Barnet was announced as a Community Budget area in the recent Spending Review), where we will increasingly pool resources and deliver residents aspirations together.

9.2.9 A relentless drive for efficiency means that we will make sure every pound is spent as effectively as possible, which may mean providing services in different ways and certainly means organising the Council in a different way. It also means recognising that our residents' time is valuable and that we should make sure that when they want to do something, the process is clear, simple and efficient. To deliver a relentless driver for efficiency, we are asking key questions of all of our services:

- Are they still necessary?
- Are they giving the customer what they need?
- Who is best placed to manage and run them?

9.2.10 The budget proposals in this report have been formulated with these principles in mind, and will continue to be driven by these principles over the course of the medium term financial strategy.

9.2.11 Proposals have been developed by taking savings from each department across the organisation, with a series of strategic options being put forward for consultation in October, and detailed budget headlines for consultation in December. It is the decision of elected members as to how these savings will be realised across departments, taking into account the Council's policy framework.

9.3 Consultation

9.3.1 A full report on the consultation that has taken place on the budget is provided in **Appendix 1**.

9.3.2 The council has been discussing budget proposals with residents since September last year. The outcome of initial consultation went to the cabinet of 13 December 2010. This initial consultation showed that the public understood the need for the council to reduce spending to match a reduced income but were concerned about the impact of a reduction on the voluntary sector. Adult Social Services revised its budget plans following this consultation.

9.3.3 Since Budget proposal were published, service have run a range of consultations. Many of the responses to the more recent round of consultation have been from service users, understandably keen to protect spending on the services they use. The areas that have attracted responses beyond service users are plans for the two council supported museums in the borough and the removal of core grant for the artsdepot. Children Social Services has confirmed that it plans to continue funding activities at the artsdepot and the council is working with the centre to identify other funding streams. Two proposals have been put forward to independently operate Barnet Museum and Church Farm Museum. While the Council will continue with the current budget plan, it will consider these proposals over a three month period with a view to establishing whether they support the long term viability of the museums.

- 9.3.4 Concern has also been expressed by CommUnity Barnet that some smaller voluntary organisations risk closure given the scale of reduction facing some organisations. Adult Social Services has committed to working with the sector to mitigate this risk.

9.4 Medium Term Financial Strategy

- 9.4.1 The Medium Term Financial Strategy (MTFS) is the framework within which the budget is set. It assesses the spending review and the impact of the local government finance settlement, and sets this against any other changes that are needed to Council budgets (for example for inflation or changes in statutory responsibilities).

Update on 2010/11 position

- 9.4.2 The latest position on budget monitoring for 2010/11 will be reported to Cabinet Resources Committee in March. Early indications from quarter three monitoring suggest that a net overspend position of approximately £0.8m will be reported, an improvement on the £3.4m that was reported in quarter two. Current general fund balances are £15.8m, so this projected outturn position would ensure that balances do not fall beneath the target level of £15m. It is essential that services continue to identify all necessary actions to deliver a balanced budget position for 2010/11.

Spending Review

- 9.4.3 The government's Spending Review was announced on 20 October 2010. The headlines for local government were:
- A 39% cut in current Formula Grant over four years, heavily front-loaded to years one and two;
 - The ending of ringfencing for local authority grant, with the exception of funding for schools and public health;
 - The inclusion of a number of current area-based and specific grants within Formula Grant or schools grant;
 - 'Additional' funding for social care and to enable a council tax freeze in 2011/12; and
 - The creation of a number of 'core revenue grants' to distribute non-ringfenced funding outside the Formula Grant distribution formula.
- 9.4.4 The overall effect of the above is a 26% cut in overall government support to local government over four years (that is, covering current Formula Grant, new Formula Grant and core revenue grants).

Local Government Finance Settlement

- 9.4.5 The Local Government Finance settlement was announced on 13 December 2010 (for consultation) and the final settlement announced on 31 January 2011. The key points were as follows.

Barnet Council impact	2011/12 Cash cut %	2012/13 Cash cut %
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Formula Grant	11	9
Total Grant funding	10	6

- A “New world” of grant support – only the schools grant is now ring-fenced, everything else is core grant;
- Early Intervention Grant, Learning Disabilities Grant, Homelessness Grant, Housing Benefits and Council Tax Benefits Admin Grant and PFI Grant are the core grants outside Formula Grant;
- New Homes Bonus will be additional funding (also not ringfenced), but has not yet been announced; and
- The settlement is for two years – so excludes 2013/14 – whereas our budget is for three years. This means we have made assumptions about levels of government funding in 2013/14.

9.4.6 When compared to the estimates and assumptions included in the budget headlines report (which was compiled before the outcome of the local government settlement was known), it had the following impact.

	2011/12 £m	2012/13 £m
Formula Grant	+ £1m	- £1.4m
Additional Area Based Grant we had assumed was cut	+ £1.7m	0
Net effect on LB Barnet Medium Term Financial Strategy	+ £2.7m	- £1.4m

9.4.7 This means that the proposals included in the budget headlines report are sufficient to enable the Council to set a balanced budget.

9.4.8 The figures included in the local government finance settlement are as follows (these figures are reflected in the budget model in **Appendix 2**):

Grant Elements	2010/11 (adj) £m	2011/12 £m	2012/13 £m
Formula Grant	111,902	99,505	90,618
Decrease £'000	-	12,397	8,887
Decrease %	-	11%	9%
Grants discontinued	3,697	0	0
Early Intervention Grant	16,027	13,171	13,985
Learning Disabilities Grant	10,197	10,439	10,686
Homelessness Grant	1,173	700	700
Housing and CT Benefit Grant	3,085	2,960	2,960
Council Tax Grant	0	3,849	3,849
PFI Grant *	2,235	2,235	2,235
TOTAL (incl. formula grant)	148,316	132,859	125,033
Decrease £'000	-	15,457	7,826

Decrease %	-	10%	6%
New Homes Bonus	Not yet announced		

* - assumed

- 9.4.9 Barnet contributes to the cost of the grant floors as it is above the minimum grant increase for 2011/12. Barnet contributes £4.3m in 2011/12 and £3.2m in 2012/13.

Removal of ring-fencing

- 9.4.10 A key strategic issue is the removal of ringfencing for all support to local government with the exception of schools funding. This means that the Council is able to plan its own budgets within the total of support available. This is a welcome development and enables the Council to apply local priorities, but it does mean that expectations for specific programmes created by the government's detailed announcements will not necessarily be deliverable in practice.
- 9.4.11 This is particularly relevant around funding for Adults Social Care, where funding announcements suggests additional support in this area. However, formula grant has been reduced by nearly 40% to compensate for this, meaning the overall loss of funding is still 26%. It is up to local policy makers to decide how to allocate this funding, but if additional support is provided to Adults Social Care, that means larger cuts to other budget areas than are currently being proposed.
- 9.4.12 The Spending Review includes within the overall reduced totals a core revenue grant to enable the council tax freeze in 2011/12. Under the scheme, Councils which set a 0% increase in 2011/12 will receive grant to the equivalent of a 2.5% increase in 2011/12. It is therefore necessary to set a 0% increase in 2011/12 to protect the Councils underlying revenue support from government.
- 9.4.13 Despite the overall reduction in funding as a result of the Spending Review, there are some opportunities for future funding. It is possible that Barnet could benefit from the New Homes Bonus, which will enable Councils to retain funding as a result of growth in new homes. However, it is important to note that this is not additional funding nationally; it will be top sliced from existing budgets.
- 9.4.14 Social Care funding of £1bn has been allocated to the NHS to help better joint commissioning of services in respect of social care. This equates to £3.9m for Barnet and the Council is working with health partners to identify how this funding should be allocated. A report will come back to Cabinet in the next two months setting out detailed proposals for allocating this funding.

Schools funding

- 9.4.15 The review of the methodology of distributing the Dedicated Schools Grant (DSG) by the Department for Education (DfE) has been put back a year, so for 2011/12 the DSG continues to be distributed using the 'spend plus' methodology with a number of modifications. In the longer term the

Government's intention is to bring in a simpler and more transparent funding system. This should reduce funding differences between similar schools in different areas but may result in significant turbulence unless transitional arrangements are put in place. The government proposals for the new distribution system are expected in late spring.

9.4.16 The estimated Dedicated Schools Grant for Barnet is £248,955,910. This figure is subject to change dependent on pupil numbers and will not be confirmed by the DfE until June. The modifications made in 2011/12 include the introduction of the pupil premium (which will target funding at children from deprived backgrounds, children in care and children of service families), the mainstreaming of specific grants for schools into the DSG and provision of funding for the extension of early years entitlement to 15 hours for three and four years old. The per pupil funding for the DSG is maintained in cash terms whilst the minimum funding guarantee will be set to ensure no school has a cut in its budget of more than 1.5% per pupil. The central expenditure limit (CEL) continues to be applied to prevent centrally retained budgets rising at a higher rate than the devolved budgets to schools unless the Schools Forum approves the breach. Approval has been given by the Schools Forum in Barnet to breach the CEL in 2011/12 due to the methodology of mainstreaming the specific grants referred to above.

9.4.17 The DfE also confirmed that the recoupment methodology for adjusting DSG allocations for converting academies will continue in 2011/12. This means that finalised DSG allocations in June will incorporate adjustments for schools that have converted to academy status during 2010-11 (three schools) and that the DSG will continue to be adjusted during the year for schools that convert during 2011-12. The financial impact of the conversions on the centrally retained budgets will be considered in setting the final Schools Budget in July. The government have made a reduction in the formula grant for the estimated costs for new academies and free schools for local authority central support expenditure outside of the DSG for new academies and free schools. Because it is not possible to say precisely which schools in which local authorities will convert to academy status and where all new Academies and Free Schools will be, the government have stated it is not practical to target the reductions at individual local authorities and therefore a national top slice has been applied. The reduction in the formula grant for Barnet is £913,943. In the longer term, the government intends to develop a simpler and more transparent funding system for academies and the proposals are expected to be issued in late spring.

Budget is now grossed up

9.4.18 Given the removal of ringfencing for all grants, with the exception of the schools grant, this means that the presentation of the Council's budget for 2011/12 has been updated to reflect this. Previously, all specific grants were included in the Councils budget as net £nil, because the expenditure budgets matched the grant income coming in for that specific purpose. Now, due to the removal of the ringfencing of all grants with the exception of the schools grant, the Councils budget is presented as gross expenditure, all financed from the core revenue grants.

Summary of all corporate changes

9.4.20 The Council's financial model that underpins the Medium Term Financial Strategy is included in **Appendix 2**. The corporate assumptions that have been applied to this model are as follows:

- **Pay inflation** – the model assumes 0% pay inflation for 2011/12 and 2012/13, and 2.5% for 2013/14. It also assumes a flat £250 increase in 2011/12 and 2012/13 for employees earning under £21,000 per annum;
- **Non pay inflation** – a provision of 2.5% for non-pay inflation of 2.5% has been assumed for 2011/12, 2012/13 and 2013/14;
- There is no increase in the **employers pension contribution rate** following the draft actuarial report which was considered and agreed by the Pension Committee on 21 December 2010;
- Budget increases are necessary to fund the costs of the **North London Waste Authority levy** in future years, totalling £0.3m, £2.7m and £1.0m respectively over the next three years;
- **Capital financing costs** - £1.5m, £2.25m and £2.25m have been added to the budget in the next three years to fund existing borrowing commitments of the capital programme. It is important to note that the borrowing requirement has not increased, this provision funds existing commitments;
- Statutory changes to the way **concessionary fares** are funded require an increase in this budget of £3.2m, £0.4m and £0.4m over the next three years;
- Statutory changes to funding of **housing benefits** require additional budget of £1.5m over the next three years;
- The saving made in 2011/12 in respect of the removal of the **50% discount for long term empty properties** will only run for two years, and is therefore reversed out in 2013/14;
- A reduction in the costs of **redundancy and restructure** of £2m is realised in 2011/12, as most of these costs will be incurred before the 2010/11 year end;
- Changes to the way that the government will run the **Carbon Reduction Commitment** will cost the Council an estimated additional £0.5m from 2011/12 onwards;
- The funding of the **Commercial department** from 2011/12 onwards requires a budget increase of £0.9m;
- The **Big Society fund** requires a budget increase of £0.2m;
- Additional provision of £0.9m in 2012/13 and £3.1m in 2013/14 for **contingency**, particularly given that the settlement has not been announced for 2013/14;
- Additional savings coming from the replacement of the **local tax and benefit system** that will be realised in future years and are recognised in the financial model, totalling £0.9m over three years;
- £65k net adjustment for the **One Barnet** programme financing
- **One off contributions to reserves in 2010/11** of £2.5m are reversed in 2011/12 to provide a one off benefit

- An additional £4.5m is required in **specific reserves in 2011/12** to fund costs associated with Iceland litigation and future phases of innovation and efficiency projects.

9.4.21 The section above sets out all of the assumptions made in the budget model for 2011/12 onwards. The changes applied to the budget model **since the Cabinet report** on 13 December 2010 are as follows:

	2011/12 £m	2012/13 £m	2013/14 £m	Total £m
Cabinet gap	24.7	12.1	6.3	43.1
Adjustment to NLWA levy	(1.2)	1.0		(0.2)
Reversal of 50% discount on empty property in 2013/14			1.0	1.0
Contingency movements	1.1	(0.2)	3.1	4.0
Reserves movements	4.5	(2.0)		2.5
Final settlement changes	(2.7)	1.4		(1.3)
Additional collection fund income	(1.5)			(1.5)
Move removal of 50% discount on empty property from savings to Council Tax income (total savings come down from £54.4m to £53.4m)	(1.0)			(1.0)
	23.9	12.3	10.4	46.6

9.4.22 The detailed financial model that underpins the Council's budget is included at **Appendix 2**. The overall position for Member decision can be summarised as follows:

	2011/12 £m	2012/13 £m	2013/14 £m	Total £m
Revised Gap	23.9	12.3	10.4	46.6
Recommended pressures and investment	5.2	0.8	0.8	6.8
Gap after pressures & investment	29.1	13.1	11.2	53.4
Budget reductions	(29.1)	(14.0)	(11.2)	(54.3)
Less: removal of voluntary sector cuts	0	0.9	0	0.9
Final Gap	0	0	0	0

Savings

9.4.23 Given the unprecedented reductions to local government funding set out above, the Council has had a considerable challenge in developing savings to enable a balanced budget position to be set. Savings totalling £53.4m are included in **Appendix 3**. They are broken down as follows:

Service	Savings
	£'000
Adult Social Services	(17,461)

Chief Executive's Service	(3,623)
Children's Service	(12,041)
Commercial Services	(4,093)
Corporate Governance	(1,025)
Deputy Chief Executive	(2,253)
Environment & Operations excluding Special Parking Account	(8,267)
Special Parking Account	(3,233)
Planning, Housing & Regeneration	(1,430)
SERVICE TOTAL	(53,426)

9.4.24 Cabinet are asked to recommend the savings set out in **Appendix 3** for approval by Council.

Pressures

9.4.25 Budget pressures for agreement total £6.8m and are included in **Appendix 4**. They are in respect of the following:

Service	Pressures
	£'000
Adult Social Services	2,400
Children's Services	2,350
Commercial Services	500
Special Parking Account	1,000
Corporate Governance	150
Planning, Housing & Regeneration	400
SERVICE TOTAL	6,800

9.4.26 Cabinet are asked to recommend the pressures set out in **Appendix 4** for approval by Council.

Balanced position

As a result of the budget proposals set out above, the Council has a balanced budget position for the period 2011/12 to 2013/14. This is based on actual funding announcements for the first two years of this period, and assumptions about funding levels in 2013/14.

Strategic narrative for each service

9.4.27 Savings and pressures are incorporated into a medium term financial strategy for each service (**Appendix 5**). This section summarises the principles that underpin these strategies.

Adults Services

Adults' services have developed a number of budget proposals based on its underpinning principles of fairness and need. Savings have been identified around four key areas:

1. Being as efficient as possible – One Barnet; streamlining the workforce; improving outcomes and reducing duplication through partnerships with health; and effective and targeted procurement
2. Securing additional income through new contributions policy
3. Reducing Provider Spend through inflation containment and targeted reductions to move to industry benchmarks in order to develop a sustainable care market
4. Targeting services to those most in need through reducing universal and low level support services (voluntary sector, supporting people reductions) with an expectation that families and communities provide more lower level support in respect of social participation and leisure in partnership with Adult Social Care.

Children's Services

The delivery of Children's services savings has been based on the following principles:

1. Focus on early identification and prevention
 - Invest to save – investing in family support to reduce use of high cost acute and specialist services; and
 - Reshape and reduce services for children and young people – youth and connexions, youth justice and education welfare and children's centres
2. A new relationship with schools
 - Reshaping and reducing school improvement and support
3. Specific grants
 - Cease and reduce services in response to reduction in specific grants
4. Respond to increased demand for children's social care
 - In the short term, shift resources to respond to the sustained increased demand for front line child protection services

Environment and Operations

The delivery of savings in Environment and Operations has been developed around the following principles:

1. Sharing responsibilities with partners
 - Driving more from existing contracts – leisure, recycling
2. A different relationship with citizens
 - Reducing 'one size fits all' publicity
 - Giving people more control over service provision (e.g. allowing more events in parks)
 - Allotments to be run by the people who use them

- Changes to the way we run recycling and waste services
- Reconfiguring the parking service
- 3. Driving out savings without just cutting staff
 - Contractual overtime, consolidation, focussing on long-term sickness, reducing temporary staff and different working arrangements.
- 4. Alternative delivery for services
 - Transport and Parking Service
 - Part of the Development and Regulatory Services One Barnet project is in respect of E&O services.

Planning, Housing and Regeneration

The delivery of savings in Planning, Housing and Regeneration has been developed around the following principles:

1. One Barnet
 - Development and regulatory services project (years two and three)
2. Systems Thinking (Lean & efficiencies) savings (year one)
 - Management de-layering
 - Planning and regulatory services restructure
 - Business management support reduction
 - Lean housing review
3. Income growth & charges
 - Private sector leasing - rental income
 - Charging
4. Exploiting opportunities
 - New Homes Bonus
 - Tax incremental financing schemes & Business Rates
 - Community Infrastructure Levy
 - Devolved Planning/Building Control fees

Corporate services and support services

The delivery of savings in Corporate and support services areas have been developed around the following principles:

1. New service delivery models for back office and customer services from 2012
 - Revenues and Benefits, Customer services, Human Resources, IT, Finance, Legal, Asset management/property
2. Other efficiency measures
 - Better procurement, cashless organisation, vendor rationalisation
 - Benefits of flexible working, improved asset utilisation
 - Improved asset utilisation (reduced use of Barnet House and North London Business Park)
 - Further consolidation of office space and flexible ways of working
 - Better contract management
3. Better targeting of expenditure against need

- Majority of savings through reducing grants budget by better targeting against need
- Library service review

9.5 Performance and equalities impact assessment

Performance impact

9.5.1 Given the scale of the budget reductions that are needed as a result of the Spending Review, careful consideration needs to be given to the impact of budgetary decisions. **Appendix 3** categorises savings proposals into service reductions, proposals to increase income and proposals to increase efficiency. From the perspective of the budget strategy, the Council is committed to ensuring as much savings as possible come from efficiency measures rather than cuts to services. One Barnet projects and efficiency measures account for a total of 65% of the total savings included in this report.

9.5.2 However, as not all savings will come from improved efficiency, savings will need to be approved that will have an impact on the performance of services provided to residents. Service reductions have been targeted to minimise the impact on service delivery. This section sets out the potential impact on performance and corporate priorities. The council agreed the following three corporate priorities for 2010-13:

Better services with less money - We have a responsibility to make the most of the taxpayers money we are given. So, we are committed to making sure residents know they are receiving better services with less money. Our One Barnet programme is about delivering better outcomes more effectively, efficiently, equitably and economically to leave our customers feeling more satisfied;

Sharing opportunities and sharing responsibilities - We know that many of our residents want to be part of both sharing opportunities and sharing responsibilities. We recognise that some residents need more support than others and we will work with these residents to put them on the pathway to success; and

A successful London suburb - We will continue to enable the borough to grow sustainably by supporting prosperity whilst preserving and enhancing the physical environment. We will continue to support excellence in our schools and centres of learning. Working with the police and NHS Barnet, we will make sure Barnet remains a safe and healthy place to live, work and study.

9.5.3 Beneath these priorities are a series of key performance indicators included in the Corporate Plan. In putting together budget proposals, an analysis of the impact on these indicators has been carried out. The key performance risks are as follows:

- Adults Social Services – a range of proposals have been developed across services in this area. The key risks are around the delivery to

people receiving self directed support and people receiving intermediate care or rehabilitation. The reduction in third sector funding may impact on our ability to increase the number of volunteers engaged in care related work (however, this reduction in funding has been reduced following initial consultation). The corporate plan also states that expenditure will be moved to funding prevention models where we know there is a clear cost benefit , and there are proposals to reduce this investment. Overall, these effects should be mitigated to an extent by additional funding for social care coming through the NHS.

- Children's Services – a key priority in the Corporate Plan is around maintaining the high quality of schools in Barnet, and ensuring that disadvantaged groups such as children in care are able to share in the educational success enjoyed by Barnet pupils. Reductions in the school improvement service and the children's social care service could impact adversely on these priorities. Additional funding has been added to the social care budget, but this is in response to increases in demand, so may not fully mitigate against savings in other areas. The proposed cuts to adoption allowances and specialist social work may reduce adoptions and increase the numbers of children in the council's care, which are also subject to Corporate Plan improvement targets. The proposed reductions in youth services, which promote positive activities for young people including education, employment and training, may have an adverse impact on indicators such as school attendance, youth offending and youth unemployment, as well as the Corporate Plan educational attainment targets. There could be an impact on performance as a result of the changes to the way that Children's Centres will be delivered, but at this stage this is dependent on the options for the future of the service that are agreed following consultation with service users.
- Environment and Operations – there could be a positive impact on performance as a result of changes to waste collection in respect of recycling rates. Reductions in the budget for road maintenance is likely to have an adverse impact on the priority of investing in this area.
- Planning, Housing and Regeneration – there is not expected to be any adverse impact on performance on the key priorities - affordable family housing and homelessness - resulting from the budget proposals
- Chief Executive, Corporate Services, Finance, Commercial – most of the proposals in these areas are about the re-organisation and improved efficiency of back office functions which should not impact on the delivery of frontline services. However, there are risks to corporate priorities here, specifically around ensuring that the performance around customer contact and responsiveness improves whilst this service is re-modelled. There will also be a reduction in grant-funded services which have a preventive function, and this impact is being monitored carefully across the organisation.

Equality impact

- 9.5.4 Every budget saving included in this report has been subject to an Equality Impact Assessment. Assessments were made with an understanding of the 'protected characteristics' as set out in the Equality Act 2010. Cabinet must be aware that there is likely to be a cumulative impact on some of the protected groups as a result of the budget proposals.
- 9.5.5 Elderly and disabled adults in receipt of services from Adult Social Care may also be affected by the reduction in the grants allocated to some voluntary sector organisations however; mitigating actions are in place to ensure that those with eligible needs will be properly assessed. These reductions may also impact on specific ethnic groups who are also disabled or elderly who have their own specialist support provision, though there is likely to already be some duplication of service which will be reduced by more focussed commissioning. Potentially, some women who are also carers of elderly or disabled children and other family members may be affected by reductions in the adult social services budget and the children's budget. The procurement of services from specialist providers amongst residential care providers for specific communities; and the additional responsibilities placed on carers who may also have a 'protected characteristic'. Within Children's Service the reduction of universal services may disproportionately impact upon children and young people who may also have a range of disabilities. The proposal to remodel specialist services such as 'Behavioural and high incidence support' to provide a 'team around the setting' is expected to provide improved targeting to those most in need.
- 9.5.6 The reduction in the grants scheme with its focus on community arts and community advice service is expected to have a negative impact across some protected groups.
- 9.5.7 A review will take place in six months time of the equality impact of savings proposals.
- 9.5.8 **Appendix 3** (savings) includes a column for a summary of the equality impact assessment for each proposal. The full equality impact assessments have been included in **Appendix 12** where significant changes to service delivery are proposed. The assessments for Children's Centres, Sheltered Housing and Fairer Charging have been appended to the separate reports included on the Cabinet agenda for 14 February 2011.
- 9.5.9 The key outcomes of equality impact assessments on the budget proposals are as follows:

Adults Social Care

The Adult Social Services savings proposals are based on principles of fairness and need with resources directed to those who need it most and ensuring that safeguarding vulnerable people remains a priority. Eligibility for social care services will be unchanged remaining at the substantial and critical levels following consideration by Cabinet Members. Savings proposals in Adults have maximised opportunities to be as efficient as possible around One Barnet, workforce changes, running costs, partnerships with health, the

voluntary sector, procurement and reviewing care packages. There could be some negative impacts from reduced voluntary sector provision, however individuals will continue to have assessments of need and eligible needs will be addressed through personal budgets.

The following analysis highlights the equality data in respect of clients of Barnet adults social care services.

In House Services - The More Choices Project will change the way people receive Adult Social Services to enable service users to have more choice and control over their own support. This is part of the national Personalisation Agenda and therefore all councils are making these changes to ensure people can get the social care support that best meets their needs. A number of service users will be affected by the change. However, they and their families are involved in consultation about the changes. The service will continue to be commissioned by social services. Service users will have more say in the running of the services which could be of benefit.

Partnership with Health - The savings initiatives identified in the proposals should lead to a more integrated approach between health and social care and some of these will be financed through the NHS monies being passed to the Council to meet social care needs. There could be some negative impact initially of the reductions in staff but this will be mitigated by developing more joined up approaches which should be of benefit.

Transport - The One Barnet Transport proposal involves integrating transport for older people day care with special needs transport for children. This does mean that opening hours will change for day care affecting service users and staff. This has been consulted on but the imperative to make efficiencies has been overriding as transport will still be available.

Reducing provider spend - No differential impact amongst client groups as the threshold is the statutory Fair Access to Care Services. There are a number of specialist providers amongst the residential care providers for specific communities and they will be included in the same discussions as generic providers. Specialism takes the form of religious or condition-specific or disability needs and has sometimes attracted a premium in respect of cost. This will be addressed by individual meetings with providers and person-centred re-assessments for clients, on the basis of need and ensuring that eligible needs are responded to.

Reducing the costs of care packages through increasing the contribution that families and communities make – A council priority is Sharing Opportunities and Sharing Responsibilities. There is anticipation that the greater involvement of someone's family and community in meeting their social care needs can be an effective way of building social inclusion. A beneficial cycle has been found to be created when this use of 'social capital' is promoted. Initially, the individual is increasingly involved in society through the support of others. This then makes it easier for the individual to become an active member of communities, contributing to their overall robustness.

There could be a negative impact on families and carers have expressed concern that this policy will put more pressure on them. However, needs of carers will be taken into account through assessments. In addition advice and information and support to carers remains a strategic priority.

Voluntary Sector - A Prevention Framework has been agreed by Cabinet Resources Committee. Investment in the Voluntary sector focuses on preventive services which are discretionary and statutory intervention funded from budgets from which the savings proposals are minimal. A policy which will refocus voluntary sector investment on key areas will help minimise duplication and allow investment to cover groups of service users who currently do not receive services. Changes in investment could impact negatively on some people but people with eligible needs will have access to assessments and provision of services.

Review of care packages – there could be a negative impact on service users as a result of re-assessments and any consequent reductions in personal budget allocations. However, the Council will continue to meet the needs of **all** sections of the community with high level or complex needs with due regard to cultural and religious and other diverse needs. Reviews will be completed on an individual basis where eligible needs will be addressed with due regard to needs arising from disability.

Workforce Reductions - None of these proposals are targeted at services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. All of these proposals could have a greater impact on people who use, or whose relatives use, social care services. Consequently, they could have a greater impact on the elderly and the disabled.

Reductions of social care staff were factored in when the new care model was set up as pump priming. A Lean programme to look at efficiencies in business processes has been initiated to maximise the use of internal resources. Also a review was conducted of how social care staff are deployed in mental health which resulted in the proposal to reduce mental health social work capacity. Agreement is being finalised with the Mental Health Trust which will strengthen the delivery of social care support to people with mental health problems.

Adults Social Care retendering - No expected equality impacts of proposals. The re-tenders seek to maintain services that support all sections of the community who are assessed as requiring a service.

Children's Services

The following savings proposals have the most significant impact on service delivery, and the equality impact is considered below:

Youth offer - The proposal may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage, such as those at risk of exclusion or young offenders, may be disproportionately affected by a reduced universal service as they are likely to

have higher support needs. However, services will be targeted at those most in need of support, including those young people at risk, as well as those already with more complex needs.

Teenagers with lower support needs may be disproportionately impacted by the reduction in universal services. The needs of these service users have been taken into account in designing the new youth offer which will encourage and support other community and local providers to grow the range of activities available to young people. We will also work closely with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised so as many young people as possible can continue to access services.

The proposed changes to services and the rationale behind them have been clearly communicated to stakeholders. Ongoing communication about how the proposed changes might impact on service users will take place to help minimise any perceptions about differential treatment.

Behavioural and high incidence support - The proposal to reduce behaviour support may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage may be disproportionately affected as they are more likely to be service users. Children with special educational needs relating to emotional, social, language and behavioural difficulties and males particularly from black African and Caribbean backgrounds may be impacted as they are potentially more at risk of exclusion.

Re-modelling of services to provide a 'team around the setting' should help to provide some behavioural and emotional targeted support for children and young people to prevent exclusion. Further embedding the Common Assessment Framework process as a way of providing co-ordinated support to children and young people should also help to mitigate against the proposed reduction. Remaining services will be targeted towards those with the highest level of need in order to help reduce inequalities, and a Service Level Agreement regarding services to be delivered by the reduced team will be developed. In addition, the Educational Psychology team will shift its balance of work to provide more behaviour and SEN provision support; and schools will be asked whether they would like to purchase additional support around behavioural support as part of a traded service model.

New relationship with schools - The impact on pupils and their educational outcomes as a result of the new national and local school improvement arrangements are not yet known. It is anticipated that there could be a positive equalities impact on schools and pupils, although this will be dependent on the funding available to schools and what level of support they are able to purchase.

Schools will be able to purchase support to meet the needs of all pupils and, in line with feedback, a Local Authority school improvement traded service will

be provided for primary schools. The residual Local Authority monitoring and challenge team will ensure that both primary and secondary schools are identifying the areas in which they need to improve and will act as an early warning system should inequalities appear to be occurring.

Environment and operations

The following savings proposals have the most significant impact on service delivery, and the equality impact is considered below:

Allotments – none of the specific equality strands have been identified as being exclusively or specifically affected by the allotment fees increase when compared to the impact on allotment holders as a user group.

The detailed EIA however identifies people on lower incomes as a group potentially impacted by the proposals.

It would not be possible to mitigate the effect of any such increase on those on lower incomes without carrying out complicated means testing investigations to identify differing levels of income.

Parking charges - it is not anticipated that the proposed changes will adversely affect any specific equality strand grouping in a unique or exclusive manner nor discriminate against any. It is therefore anticipated that this service change will in fact affect all the identified groups equally. However, the nature of these proposals means it is likely to have a more significant impact on residents with lower incomes.

Overall, the proposed changes have an equal effect on all the service users/customers identified but the impact on specific individuals may be higher depending on the income levels of different residents and therefore there are no mitigating actions for the council to take in order to reduce this disparity.

A significant number of the residents who have contacted the council on these proposals express an objection to the proposed increase to the cost of resident permits, visitor vouchers and the removal of free bays. The vast majority felt that this rate of increase is unjustified and will also impact adversely on the welfare of the economically challenged.

Chief Executive's and Customer Services

The following savings proposals have the most significant impact on service delivery, and the equality impact is considered below:

Reductions in the grants scheme – In the case of the community arts service and community advice service there will be a negative impact across several protected groups as set out in the EIAs. This is principally the direct result of reductions in the number of people that will be able to access the services once the budgets are reduced. There will be a disproportionate effect on people with protected characteristics because there is a high correlation between these and the groups the services are designed to serve.

The principal mitigation is to ensure future provision is focussed more closely on those who need it most, both geographically and in terms of which residents are targeted. In the case of community arts, this will mean ensuring 100% of grant funding is spent on assisting older people, disabled people and people with mental health problems. With community advice, we will focus primarily on welfare benefits and debt advice and require the contractor to act proactively to find people who need the service most. Both services will be better targeted in the geographical sense. However, these measures may not completely mitigate against the impacts.

Any equalities impacts of withdrawing core funding for the artsdepot will only impact if the artsdepot as a consequence changes or scales down its programme or is unable to continue to trade. The potential impacts are not clear cut, but any impact on the artsdepot's programme would impact on those with protected characteristics as well as other users, but we do not have any evidence that there would be a greater impact on the former than the latter. Consultation responses suggest that some mitigation of any impacts could be achieved by seeking to retain the arts depot as a community hub. The Council has decided to continue its contract with artsdepot for a programme for children and young people as part of its youth offer, but another provider would have to be found if artsdepot were unable to continue providing it.

The equalities impact of rolling the Council's small grants funding into the Big Society Innovation Fund should be minimal in 2011/12 as fluctuations in other funds we administer will result in broadly the same amount of funds being available for small grants as have been available this year.

The Council recognises that the cumulative effect of the range of budget proposals could impact disproportionately on Barnet's voluntary and community sector.

Museums – the decision to withdraw funding from museums would result in cessation of Church Farmhouse Museum (pending review of future options); and withdrawing Barnet Museum grant. Evidence from the museums suggest that there would be an expected impact on school-aged children (class visits), reduced infrastructure used by adults and older adults for pleasure and leisure, and reduced infrastructure used by families, individuals, and local history and interest groups. However, analysis of national and local customer information suggests that this proposal is not expected to have a disproportionate impact on any group covered by equalities legislation.

- 9.5.10 Consultation has taken place on budget options both at a Council wide level, and at a service level on detailed options, to ensure that the impact of proposals has been fully explored with service users. This is an important part of ensuring the assessment of the equality impact has been considered properly. This is set out in **Appendix 1**.

9.6 Staffing implications and associated costs

9.6.1 The budget savings set out in this report at **Appendix 3** have a number of implications in terms of staffing:

Service	Letters sent	Per budget headlines	2011-12	2011-12	2012-13	2013-14
	Actual At risk	Expected At risk	Employee	FTE	FTE	FTE
Adult Social Services	37	38	28	47	6	28
Chief Executive Service	3	8	2	7	0	0
Children's Service	146	141	103	88	21	69
Children's Service - Grants EIG	174	225	77	77	0	0
Children's Service Grants DSG inc Academies	62	116	15	6	0	0
Children's Service - Grants general grant withdrawal	59	67	50	35	0	0
Commercial	37	39	2	2	4	0
Corporate Governance inc Grants	58	74	11	12	3	3
Revenues and Benefits	2	2	2	4	0	0
Customer Services, Libraries, Registrars inc Bookstart Grant	20*	19*	8	11	22	0
HR	0	1	1	2	1	0
IS	0	0	0	4	8	0
Environment & Operations inc Grant Withdrawal	63	62	31	54	13	1
Special Parking Account	12	12	8	12	0	0
Finance inc Grants	8	8	1	3	1	12
Planning, Housing & Regeneration	3	6	6	16	0	0
SERVICE TOTAL	684	818	345	380	79	113

9.6.2 The above information is provided to enable the Cabinet to understand the full service delivery and financial implications of the budget proposals. All staffing related decisions are the responsibility of Council.

Redundancy Consultation Process

9.6.3 Statutory 90 day consultation commenced on 3rd December 2010 and will close in March 2011. The full consultation document can be found on the Council's intranet. The consultation process will consist of collective consultation with the Trade Unions and individual consultation with staff at risk of redundancy. The total number of staff at risk is estimated at approximately 800. Consultation is concerned with:

- Avoiding the dismissals;
- Reducing the numbers to be dismissed; and
- Mitigating the consequences of the dismissal.

9.6.4 Where there are restructures required to deliver these savings then consultation will also take place on these changes during the 90 day period so that the restructures can be implemented by 31 March to ensure that full in

year savings are achieved. It is intended that redundancy dismissals will be completed by 31 March 2011 except for those people on teaching terms who have extended notice periods.

Severance

- 9.6.5 Severance payments will be calculated in accordance with the Managing Organisational Change Policy agreed at the General Functions Committee on 25 October 2010.

Severance Costs

- 9.6.6 The cost of redundancies is estimated at between £7m and £10m. The Council has applied for permission to capitalise these costs in 2010/11, and received approval to capitalise only the statutory element of these costs, totaling £2.3m. There is currently a revenue provision of £7.0m in our budgets to meet redundancy costs. These costs are factored into the 2010/11 budget position as set out above.
- 9.6.7 An internal redeployment panel has been established which scrutinizes all redundancy costs to ensure that the Council's limited resources are used to best effect. All potential redundancies are scrutinized over the level of their cost and where the total cost of making an employee redundant is in excess of 18 months salary (excluding on-costs) then the Directorate will be asked to reconsider whether the saving could be achieved in another way. The redeployment panel comprises the Deputy Chief Executive; Assistant Director HR and the relevant Service Director.

Equality Impact Assessment (EIA)

- 9.6.8 A Council wide staff EIA has been undertaken and this looks at the Equality impacts at key milestones. The data collected at the point that staff were identified as at risk is as follows:

		Equality Dimensions At Outset		Equality Dimensions at Initial Identification at risk of redundancy	
Date		3.12.2010		3.12.2010	
		No.	% of popn	No.	% of at risk population
Number of employees		4159	-	684	16.4%
Gender	Female	2780	66.8%	495	72.4%
	Male	1379	33.2%	189	27.6%
Date of Birth	1996-1986	166	4.0%	19	2.8%
	1985-1976	835	20.1%	164	24.0%
	1975-1966	1049	25.2%	187	27.3%
	1965-1951	1758	42.3%	273	39.9%

	1950-1941	322	7.7%	41	6.0%
	1940 and earlier	29	0.7%	0	0.0%
Ethnic Group	White	2596	62.4%	446	65.2%
	Mixed	92	2.2%	15	2.2%
	Asian and Asian British	436	10.5%	52	7.6%
	Black or Black British	515	12.4%	79	11.5%
	Chinese or Other Ethnic Group	104	2.5%	15	2.2%
	Not declared/Blank	416	10.0%	77	11.3%
Disability	Disabled	34	0.8%	7	1.0%
	No disability	3893	93.6%	638	93.3%
	Not stated	232	5.6%	39	5.7%
Pregnancy and Maternity	Maternity Leave (current) (SMP&OMP)	55	1.3%	0	0.0%
	Maternity Leave (in last 12 months)	86	2.1%	0	0.0%
Religion or Belief	Christian	1911	45.9%	318	46.5%
	Hindu	230	5.5%	22	3.2%
	Jewish	150	3.6%	33	4.8%
	Muslim	178	4.3%	32	4.7%
	Other religions inc Buddhist and Sikh	194	4.7%	27	3.9%
	No religion	752	18.1%	142	20.8%
	Not stated	744	17.9%	110	16.1%
Sexual Orientation	Heterosexual	2659	63.9%	466	68.1%
	Other	55	1.3%	13	1.9%
	Not stated	1445	34.7%	205	30.0%
Marriage and civil partnership	Married	1370	32.9%	199	29.1%
	Single	1052	25.3%	162	23.7%
	Other	178	4.3%	24	3.5%
	Not stated	1559	37.5%	299	43.7%

9.6.9 The at risk data has been collected and the data identifies that females at initial risk of redundancy are 5% higher than the outset data. This reflects the fact that children's centres are predominantly female environments and all children's centres staff have been put at risk pending clarification of the grant funding situation and the completion of the service user consultation about children's centres.

9.7 Council Tax

9.7.1 The detailed Council Tax base schedules are included in **Appendix 5**. Under delegated powers, the Chief Finance Officer has determined the 2011/12 taxbase to be 139,657 (Band D Equivalents) – the calculation is set out below:

Council Taxbase	Band D Equivalent	
	2010/11	2011/12
Number of properties	160,836	161,644
Estimated discounts	(18,050)	(18,248)
Estimated other changes	(3,479)	(1,775)
Total Relevant Amounts	139,307	141,622
Estimated non-collection (1.5%)	(2,089)	(2,125)
Contribution on lieu of MoD	228	160
Council Taxbase	137,446	139,657

Council Tax

9.7.2 The calculation of the council tax for Barnet is set out below:

BUDGET	2010/2011 Original	2010/2011 Current	2011/2012 Original
	£	£	£
Total Service Expenditure	300,768,570	298,721,570	284,329,571
Contribution to / (from) Specific Reserves	2,550,589	1,973,430	3,996,192
NET EXPENDITURE	303,319,159	300,695,000	288,325,763
Other Grants	(36,414,053)	(33,789,894)	(33,354,200)
BUDGET REQUIREMENT	266,905,106	266,905,106	254,971,563
Formula Grant	(111,902,000)	(111,902,000)	(99,505,391)
Collection Fund Adjustments	(1,998,060)	(1,998,060)	
BARNET'S DEMAND ON THE COLLECTION FUND	153,005,046	153,005,046	155,466,172
Council Tax	137,446	137,446	139,657
Basic Amount of Tax	1,113.20	1,113.20	1,113.20

9.7.3 The provisional GLA precept is £43,268,532, making the total estimated demand on the Collection Fund £198,734,704. The final GLA precept will not be agreed until 23rd February 2011 so will still be in draft at the time that Cabinet approve this report.

9.7.4 The Council is required to set levels of council tax for each category of dwelling. As there are no special items within Barnet's or the GLA's budgets affecting parts of the borough, there are only eight amounts of tax to set, as set out below:

Council Tax Band	Barnet	GLA	Aggregate
	£	£	£
A	742.13	206.55	948.68
B	865.82	240.97	1106.79
C	989.51	275.40	1264.91
D	1113.20	309.82	1423.02
E	1360.58	378.67	1739.25
F	1607.96	447.52	2055.48
G	1855.33	516.37	2371.70
H	2226.40	619.64	2846.04

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

9.8 Housing Revenue Account

Introduction

9.8.1 The Local Government & Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribed the debits and credits for it. Any surpluses generated from the HRA can be used to support the account when it fails to break even and for any one year a budget can be set such that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2010 the HRA balances were £4.143m, and forecast to be £4.880m at 31 March 2011.

9.8.2 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises. However, the national housing subsidy system is a mechanism for redistributing resources between local housing authorities and in 2011/12 Barnet has to contribute £10.9m to the pool. The Coalition Government has confirmed its commitment to proceeding with reform of the National Housing Revenue Account subsidy system (NHRASS) following work carried out under the previous government. The key element of the proposal is a move to a self financing system whereby councils will keep all the rents that they collect to pay for the management and maintenance of council housing, in return for taking on additional debt rather than paying negative subsidy to the government as at present.

- 9.8.3 It has been the practice in earlier years to use some of the surpluses generated from the HRA to finance capital investment in the housing stock as capital resources are scarce. This can only be done in future if the level of balances is high enough to meet any contingencies that may arise. The draft HRA for 2011/12 shows an improved position compared to that previously reported in the forward financial plan with an estimated contribution to balances of £1.8m. The longer term position will need to be reviewed, with the updating of the 30 year business plan required for the self financing model, once the details of the Government's self financing offer are known.
- 9.8.4 The Housing Revenue Account (HRA) is a statutory ring-fenced account covering all revenue expenditure and income relating to the housing stock. The Council is required to construct a budget to ensure that the account for the year does not show a debit balance. 2011/12 will be the seventh year of management of the housing stock by Barnet Homes, and the summary HRA is shown in **Appendix 7**.

Rent Restructuring and 2011/12 Rent Increase

- 9.8.5 The Government's rent convergence policy – together with a formula for setting annual council and housing association rent increases – was introduced in the early 2000's with the aim that local authority and housing association tenants will eventually pay similar rents for similar properties in similar areas. At the time, it was thought this would take around 10 years to implement.–All rents would eventually be calculated on the same basis, with 70% based on average earnings for the region (adjusted for numbers of bedrooms) and 30% based on the valuation as at January 1999. The Government consulted during the summer of 2005 on a 3-year review of rent restructuring, and implemented its proposals in 2006/07. These involved a re-calculation of base formula rents in line with those used for housing association properties, together with higher weightings for properties with three or more bedrooms
- 9.8.6 Ministers have decided to stay with rent convergence policy and to use the existing formula to determine the average guideline rent increase for 2011-2012. The rent increase has, therefore, been established according to RPI inflation at September 2010, which was 4.6%, combined with a factor for convergence. The Determination is based on convergence within 5 years, a measure which gained support in consultation responses. A 2015-2016 convergence timeframe is consistent with the Department's work on self-financing.
- 9.8.7 These inflation and convergence factors have been used to calculate 2011-2012 guideline rents, and have resulted in a national average increase of 6.8%. However the increase to any individual property is limited to inflation (deemed to be 4.6%) plus 0.5% plus £2 per week (on a 52 week basis) The application of the rent convergence formula combined with rent limitation has resulted in an average rent increase of 6.5% for Barnet tenants, i.e. 0.3% below the national average rent increase. Should rents be increased by less, this would lead to a reduction in service provision.

Housing Subsidy

9.8.8 The Final Housing Subsidy Determination for 2011/12 was received on 10th January 2011 and details are set out below together with recommendations for changes to charges within the HRA for 2011/12.

9.8.9 The management allowance has been set at £698.24 per dwelling, an increase of 4.39%, while the maintenance allowance has increased by 6.35% to £1,376.80 per dwelling. The guideline rent increase reflects the restructuring referred to above.

9.8.10 The Major Repairs Allowance (MRA) is also paid as part of housing subsidy. Barnet's allocation has increased by £456,704 from 2010/11 to £9,315,504 (£848.17 per dwelling).

Service Charges

9.8.11 Service charges for tenants were introduced in 2003/04 for specific services (mainly caretaking), and it is proposed that these be raised by 5.1%. Charges for these services will not generally recover the full cost of their provision. The proposed increase is in line with the rent increase, excluding convergence factor (RPI of 4.6% plus 0.5%)

9.8.12 Barnet Homes are undertaking a detailed review of heating charges and recovery and it is proposed that the charges are frozen pending the outcome of the review.

HRA Summary & Working Balance

9.8.13 Total expenditure for 2011/12 is estimated at £55.077m, including payment of £10.887m to the Government in respect of housing subsidy. The proposed average rent increase of 6.5% is estimated to raise an additional £2.932m after the effect of forecast reduction in property numbers is taken into account. Efficiency savings made by Barnet Homes have resulted in a reduction in the management fee of £0.35m for 2011/12.

9.8.14 It is proposed that rents for the Council's hostels be increased in accordance with the general rent increase. Rents for the Council's shared ownership schemes will also be raised in line with the general rent increase. It is also recommended that rents on garages be increased by 6.5%.

9.8.15 The HRA for 2011/12 shows an estimated contribution to balances of £1.658m, thus the estimated balance at 31 March 2012 is some £6.738m.

HRA Minimum Revenue Provision (MRP)

9.8.16 Unlike the General Fund, there is no requirement for the HRA to be charged with the MRP or its depreciation equivalent. The Government's removal of this legal requirement, combined with subsidy changes results in there being no equivalent reduction in debt unless a voluntary charge is made – without subsidy, which has to be found from within HRA resources. Barnet's current policy is to not make a charge which is robust from a legal perspective. The option of making a charge remains a consideration for the council should it prove beneficial to do so.

Reform of Council Housing Finance

- 9.8.17 During 2009/10 the Government issued a consultation paper on the reform of council housing finance, which proposed dismantling the existing HRA subsidy system, replacing this with a self-financing system. This would be based on a 30-year business plan but would involve the redistribution of housing debt (some £18bn nationally) across all authorities. This would be based on a Net Present Value calculation based on the business plan.
- 9.8.18 The Council's joint response with Barnet Homes supported this in principle, but had concerns as to what the detail of such a proposal might entail. In particular the Council would almost certainly have to take on more debt as a result. Whilst this would be met through housing rents there is concern that as debt is pooled within local authorities there could be an adverse effect on the General Fund.
- 9.8.19 Details of the government's reforms were released on 1 February 2011 and are currently being considered in detail. A 30 year business plan was produced in May 2010 as required for consultation on the self financing model and this will be now be updated as the details of the Governments self financing offer emerges.

9.9 Capital Programme

- 9.9.1 The capital programme sets out the plans for investment in buildings, roads, equipment, other assets and capital grants over 2010/11 to 2013/14 and beyond.
- 9.9.2 The recommended capital programme is set out in **Appendix 8**. Decisions on the level of capital expenditure depend on the availability of various sources of funding. This includes capital grants, capital receipts, developer contributions and borrowing.
- 9.9.3 Government supports investment through capital grants that are generally ring fenced to specific programmes (such as schools) or projects and is real funding to the council. Barnet has received a small amount of funding for additional school places, and this is included in the financing of the proposed capital programme.
- 9.9.4 Previously the government has also funded capital investment through by providing revenue funds for "supported borrowing". The system has changed for 2011/12, and there is no longer supported borrowing available to Councils.
- 9.9.5 The financing of the capital programme assumes an additional £40m of capital receipts being generated to finance the programme over the next 3 years. This level of funding is essential if the Council is going to continue to make minimum investments in local infrastructure. This figure is underpinned by a detailed schedule of assets surplus to requirements.
- 9.9.6 New capital proposals are supported by a full business case, which details the contribution schemes will make to achieve the Council's priorities, all the

available options for implementing the project and financial implications of each. The relative merits of each proposal are assessed within the context of available capital resources to produce a prioritised capital programme.

- 9.9.7 At a service level, the capital programme is underpinned by asset management plans, which make an assessment of the resources needed to maintain and upgrade the Council's estate.
- 9.9.8 Provision for revenue costs (running costs and borrowing) are included in the revenue budget. Updated reports will be submitted to Members to confirm final costs. Regulations on minimum revenue provision require the council to agree the policy for repayment of capital. The policy is included as part of the Treasury Management Strategy and the revenue budget and forward plan allows for the increase in the statutory cost for the repayment of borrowing based on asset life.
- 9.9.9 Reference has already been made to the prudent assumptions made on capital receipts that will be available to support the programme. The planned funding of the capital programme is included in **Appendix 8**. The planned level of borrowing is not forecast to increase at all for the period 2011 to 2014.
- 9.9.10 The HRA programme for the improvement of homes is managed by Barnet Homes. It has entered into partnering agreements with the major contractors who will deliver the bulk of the programme until 2011/12. Funding is via the ALMO Decent Homes borrowing, other supported borrowing, and the Major Repairs Allowance.

9.10 Treasury Management Strategy

- 9.10.1 The Treasury Management Strategy is included at **Appendix 9**. A revised Treasury Management Strategy was agreed by Cabinet Resources Committee on 30th November 2010. Since that point, the strategy has been updated to reflect the following:
- The prudential indicators have been updated to reflect the Council's capital programme; and
 - The Strategy has been updated to reflect the latest forecasts for interest rates. Base rate is expected to remain at 0.5% for much of 2011/12, and therefore the assumptions in the budget strategy for interest receipts remain the same.
- 9.10.2 Cabinet are asked to note the Treasury Management Strategy as set out in **Appendix 9** which will go to Cabinet Resources Committee for approval.
- ## **9.11 Robustness of the budget and assurance from Chief Financial Officer**
- 9.11.1 The Chief Finance Officer is required under section 25 of the Local Government Finance Act 2003 to report to the Council on the robustness of the estimates and the adequacy of reserves. The Council's reserves and

balances policy has been updated and is presented for approval at **Appendix 10**.

Robustness of estimates

- 9.11.2 The financial planning process for 2011/12 and future years has taken place within the context of the most severe resource constraint experienced by local authorities for many years. The magnitude of the reductions in government support, and the front-loading into the first two years of the four-year Spending Review period, mean that particular regard must be had to the robustness of the budget estimates.
- 9.11.3 The financial planning process has been managed at officer level through a cross-Council finance and business planning group. This group has overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, the quantification of new pressures on resources, and the identification of potential budget savings. In recognition of the scale of the challenge facing the Council, the One-Barnet transformation programme has been a key element of the process and has been fully integrated into financial planning.
- 9.11.4 Partnership working is an important element in ensuring robustness in the budget estimates. The Council has engaged with partners on financial planning in a number of fora, and managed the crucial relationship with the NHS through a joint financial planning group.
- 9.11.5 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation feedback has been taken into consideration as final proposals to the Council have been formulated.
- 9.11.6 At Member level, the Budget and Performance Scrutiny Committee has considered the financial planning process and made recommendations to the Cabinet. The Cabinet has given extensive informal and formal consideration to the financial planning process, including at formal meetings in June, October and December 2010.

9.11.7 In the view of the Chief Finance Officer, the proposed budget for 2011/12 is robust.

Adequacy of reserves

- 9.11.8 The Council's reserves and balances policy sets out the reserves which will be maintained and the principles for determining adequacy.
- 9.11.9 For general reserves, the principles can be addressed as follows:
- Strategic financial context: this report sets out the severe resource constraint under which the Council will be operating through the medium-term. A balanced general fund position is put forward over the three-year period, requiring expenditure reductions/increases in income of £53.4m and unavoidable growth of £6.8m. For the housing revenue account, a challenging government settlement has been agreed for 2011/12, and

major reform is anticipated in 2012/13 which will greatly increase the autonomy of the Council as a provider of housing;

- Governance arrangements: the annual governance statement for 2009/10 indicated that a robust governance framework was in place consistent with the six principles of the CIPFA/SOLACE framework. The key improvement areas identified for 2010/11 have been progressed satisfactorily;
- Robustness of the budget process: the above paragraph concludes that the budget-setting process has been robust;
- Effectiveness of risk management: the effectiveness of the risk management process has been improved during 2010/11, with clearer identification of service and corporate risks and clearer action plans to mitigate those risks. The corporate risk register is attached as **Appendix 11**, and service and corporate risks have been taken into account in budget setting and in considering the adequacy of reserves;
- Effectiveness of budget management: the Council has robust arrangements for managing budgets and performance, and these have been further improved during 2010/11 through the introduction of a new quarterly performance process and reports. However, in the view of the exceptional challenge of the current financial context, the officer finance and business planning group will monitor implementation of savings on a line-by-line basis, with monthly reporting to the Cabinet Resources Committee.

9.11.10 Having considered the application of the above principles, the Chief Finance Officer recommends:

- General fund general reserves of a minimum of £15m; and
- Housing revenue account general reserves of a minimum of £3m, increasing to a target minimum level of £5m over the medium term in recognition of planned increased local autonomy.

9.11.11 The latest position in respect of general reserves is as follows:

General reserve	March 2010	2010/11	March 2011	2011/12	March 2012
	£m	£m	£m	£m	£m
General fund	15.8	(0.8)	15.0	0	15.0
Housing revenue account	4.1	0.8	4.9	1.8	6.7

9.11.12 For specific reserves, the Chief Finance Officer has considered matters relevant to each reserve and advises the following planned levels:

Specific reserves	31/3/10	2010/11	31/3/11	2011/12	31/3/12
	£m	£m	£m	£m	£m
Risk	11.4	(2.0)	9.4	3.8	13.2
Transformation	3.5	3.0	6.5	(5.8)	0.7
PFI	5.1	(0.6)	4.5	(0.4)	4.1

Service reserves	12.6	(3.5)	9.1	0	9.1
Council total	32.6	(3.1)	29.5	(2.4)	27.1
Schools reserves	11.9	0	11.9	0	11.9
Total	44.5	(3.1)	41.4	(2.4)	39.0

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal; HP

CFO: JH

Consultation on budget proposals

1. Budget Consultations.

This paper provides a summary of consultation responses received as part of the council's budget setting process.

A series of statutory consultations were undertaken by the council at the same time as consultation on the broader budget proposals. They are covered elsewhere in cabinet papers.

The formal response to the specific consultation on the Library Service will accompany the Cabinet Report on the Future of the Service. Proposals for the mobile library service and Museums supported by the library service are covered in this document.

2. Process

The council has been consulting on the setting of the budget since September 6 2010. The council's engagement with residents ahead of the publication of budget proposals is detailed in the report to Cabinet of December 13 2010.

Broadly this found that there was an understanding amongst residents of the need to make reductions across services although there was a high level of concern expressed about the scale of the reduction in funding for the voluntary sector. Adult Social Services made a specific amendment to their proposals in the light of that consultation.

Following the agreement of budget proposals, full details of the proposals were published online on the council website and residents were given the opportunity to comment on each line in the budget. Consultation was also run through the council's new consultation portal. Several services also carried out additional consultation. This is outlined in this paper.

Because barriers to comment were purposefully low, and in some cases, not set by the council, it is not possible to present full data on the ethnicity and disability profile of respondents. Where this information was gathered it is included in this report.

Response to consultation varied across services, from strongly held views presented via correspondence or in meetings, to a limited online response.

Generally consultation responses were from specific users of a service, seeking to protect funding for that service.

Although many correspondents suggested alternatives to reductions in the specific service for which they were campaigning, this was almost all disappointingly vague – back office costs should be cut before frontline services are touched and senior staff pay and councillor allowances should be cut. None of the suggestions came near to meeting the financial challenge facing the council or the need to make substantial year on year savings.

Other budget feedback

Outside the council's formal consultation, there have been several public petitions, notably around museum funding, withdrawal of the artsdepot's core funding and parking charges.

1. Children's Service Consultation on 2011/12 Budget Proposals

1. Budget proposals consulted on

Six key budget proposals were consulted on as part of the overall Children's Service budget consultation. These were: a new relationship with schools; youth offer; children's centres and related services; behavioural and high incidence support; arts, play and sport; and teenage pregnancy. More detailed consultation took place around two of these – the youth offer, and children's centres and related services. Children's centres and related services are the subject of a separate Cabinet report.

2. Methods of consultation

Consultation on the Children's Service budget proposals included the following:

- Key stakeholders were emailed a consultation letter containing information about each of the key budgets proposals for the Children's Service and how to respond to consultation, and more detailed consultation papers on the youth offer and on children's centres. Those emailed included schools, voluntary organisations, staff, health services, trade unions, and commissioned providers
- A Children's Service budget consultation webpage containing key documents and information
- An online questionnaire, also made available in hard copy
- An online questionnaire specifically for young people
- An email address for people to send their comments or queries to
- A number of consultation meetings

The consultation meetings are listed in the appendix.

3. Feedback and recommendations

Support for schools

Proposals:

1. New relationship with schools - Reduce the school improvement support service for primary and secondary schools, leaving a residual service to monitor and challenge under performing schools, enabling the council to meet its statutory obligations. Proposed saving £633,000
2. Behavioural and high incidence support - Reduce the behavioural support team by 20 per cent. This would reduce the support available and reduce the amount of training we could offer to schools. Proposed saving £67,000
3. Behavioural and high incidence support - A more significant reduction of around 75 per cent in this service. This would significantly reduce the behaviour support and training available to schools in responding to emotional, social and behavioural issues, and a reduction in the more specialist support available for particular groups of children, such as those at risk of exclusion from school. This proposal would result in a residual

service to focus on the delivery of the council's statutory responsibilities in this area. Proposed saving £150,000

A total of 252 people responded to the online Children's Service budget consultation survey. 213 responded to the questions on proposal 1, 182 to proposal 2 and 168 on proposal 3. Responses to the questionnaire (both online and in hard copy) are summarised in the table below. There were a total of nine paper responses.

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
1	6.1%	19.2%	15.0%	23.0%	25.8%	10.8%
2	8.8%	28.0%	15.9%	15.9%	26.4%	4.9%
3	6.0%	6.5%	9.5%	20.2%	53.0%	4.8%

Proposal 1

Feedback

Many online questionnaire respondents thought that all schools need support to improve, even outstanding schools and that the school improvement service was vital. There were questions raised around what schools would do if they have a failing teacher, how they would be supported with changes in government legislation, whether improvements plans already in place would be able to reach fruition, and whether the new structure would give enough strategic support for children with special educational needs. It was felt that disadvantaged and disabled children needed to be prioritised, with concern expressed around how children with additional needs would be supported. Concern was also raised that the proposal could result in underperformance going unnoticed which could widen social divides, with some schools being thought of less favourably if standards started to slip. The view was also expressed that staff could be made redundant and then needed in a few years time if schools start to fail.

Some comments were received in support of the proposal including that head teachers were more than able to maintain and improve the quality of their schools. The proposal seems only fair given the need to reduce budgets, and agreement with the proposal as long as schools continue to be monitored by Ofsted. Some also felt that empowering schools and giving them more autonomy was a positive move. A few respondents were unclear what the proposal would mean for schools in practice. Extensive consultation was undertaken with schools in order to develop a model going forward.

Response to consultation

This proposal is a result of changes in government policy. The grant funding Barnet Council has previously received to provide school improvement services will now go directly to schools to make their own arrangements for school improvement. This means that schools, rather than the local authority, will be responsible for commissioning school improvement support.

Following consultation with head teachers, we aim to establish a fully traded school improvement service from which primary schools can buy support. Secondary schools have informed us that they are confident they can secure the services and support their needs without the use of a Local Authority-provided traded service. A residual service would remain to monitor and challenge underperforming schools, which should help to ensure that underperformance, including around support for pupils with special educational needs, is identified and can be addressed promptly. As such it is recommended that this proposal go ahead.

Proposal 2

Feedback

Respondents to the online questionnaire expressed concern that reducing behavioural support would result in disruptive children who would disrupt others' education and could result in an increase in bullying. Some felt that pupils may not wish to engage with school staff, and that training would be necessary to ensure school staff were able to provide the necessary support, and practice continued to improve. It was thought the proposal could lead to more exclusions, which could increase costs, for example by increasing pressure on Pupil Referral Units. This view was reinforced at consultation meetings, with some primary head teachers feeling that behavioural issues remained the key issues for schools that required significant resource and effort to address. Conversely, some respondents thought it better for the staff who know the children to deal with the behavioural problem rather than using outside structures. The view was also expressed that schools really should be dealing with behavioural issues, rather than the local authority.

One to one meetings, held with secondary head teachers who accepted an invitation, indicated less demand for a dedicated behaviour support service than in primary schools, with a feeling that schools could address needs primarily with their own staff recruited for the purpose. However, support for sustained or even increased levels of Educational Psychologist activity in this area was evident.

Response to consultation

Multi-agency preventing exclusions meetings are currently offered to targeted secondary schools to provide support around challenging behaviour. The Children's Service is aiming to continue to offer such a function, albeit with reduced representation, which should help to mitigate the impact of this proposal. This process will develop into the multi agency Team Around the Setting (TAS) a new model being introduced to bring together professionals and coordinate support around schools and other settings, further embedding the Common Assessment Framework process. The TAS is to be introduced to at least five primary schools, secondary schools in the Excellence in Clusters group, and two children's centres after January 2011. This model will require more input from Educational Psychologists around behaviour and SEN support, which should help to partially mitigate the reduced support available from the behavioural support team.

As such, in the light of budget constraints, it is recommended that this proposal go ahead. If agreed, the views of schools will be sought to develop a Service Level Agreement for the services to be delivered by the reduced team and/or a facility for others to purchase additional support.

Proposal 3

Feedback

Online questionnaire respondents thought that this proposal would have the same types of impact as proposal 2, but on a larger scale. Further comments included that there would be increased pressure on teachers who would require more training and who do need external support; services responding to emotional, social and behavioural issues would need to be extended elsewhere (such as in youth services); and there would be a gap in specialist support that could lead to a fall in teaching standards, with children not being appropriately included in class. The view was also expressed that this proposal could widen the gap between rich and poor as some schools in more affluent areas, with fewer behavioural issues, would be more attractive than schools in less affluent areas. Many commented that a reduction of 75% was 'too extreme' and concerns were expressed that a residual service would not enable the council to meet statutory responsibilities. It was felt that deteriorating behaviour in schools could lead to an increase in crime and increase the cost to society in the long term. It was suggested that schools who were good at resolving behavioural issues could mentor other schools, and that a reduction in service could be brought in gradually, starting at 20%, to ensure teachers were appropriately trained. Findings from one to one discussions with secondary head teachers are outlined in the feedback to proposal 2.

Response to consultation

As mentioned in the recommendation for proposal 2, schools would be supported via preventing exclusions meetings, which would be incorporated into the TAS model. Statutory responsibilities would continue to be met.

It is recommended that this proposal go ahead, but with the following action being put in place.

- The views of schools are sought on whether they would like to purchase additional support around behavioural support, and or SEN networking and support, as part of a traded service model.
- The views of schools are sought on the services to be delivered by the reduced team in order to develop a Service Level Agreement.
- An effective exclusions monitoring system is established to illustrate the impact of implementing the proposal.
- The educational psychology team shifts its balance of work to provide more behaviour and Special Educational Needs provision support, through consultancy if required and where possible.

Youth Offer

Proposals:

4. Youth Offer - Reshape and reduce youth support services through integrating Youth and Connexions Service, education welfare services for older young people, play services, sports development services, young people's participation and the youth offending service. This new multi agency support model would direct the available resources at vulnerable young people to provide targeted support and guidance, reducing the council funding for universally available information, advice and guidance services in schools. The aim of the new model is to reduce high risk behaviour and to reduce the number of vulnerable young people not in employment, education or training. The new service would seek to improve support for voluntary sector and other providers to increase activities and opportunities to mitigate the impact of the reduction in local authority directly provided activities. Proposed saving £1,407,000
5. Premises - To save premises costs through no longer offering local authority provided youth-related services and activities at the Hendon Youth Base and the Rainbow Centre. Proposed saving £50,000
6. Arts, play and sport - Reduce the Children's Service commissioning budget available for arts, play and sport. The new Youth Offer outlined above (proposal 4) if agreed would rationalise youth support services by bringing resources and expertise together. This new service would support the voluntary sector and other providers to develop sustainable services in arts, play and sport in the light of the reduced resources available locally and nationally. Proposed saving £104,000
7. Teenage pregnancy - Cease dedicated support for services aimed at reducing teenage pregnancy. More generic teenage pregnancy and sexual health advice would be delivered by the newly restructured youth support service if agreed (proposal 4). Proposed saving £90,000

A total of 252 people responded to the online Children's Service budget consultation survey. 203 responded to the questions on proposal 4, 198 on proposal 5, 184 on proposal 6 and 181 on proposal 7. Responses to the questionnaire (both online and in hard copy) are summarised in the table below. There were a total of 11 paper responses.

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
4	8.9%	20.7%	17.7%	16.7%	26.1%	9.9%
5	4.5%	9.6%	31.3%	15.7%	26.3%	12.6%
6	7.6%	25.0%	19.6%	15.8%	25.5%	6.5%
7	17.7%	26.5%	17.1%	13.8%	19.3%	5.5%

A wide range of young people were consulted on the youth offer proposals including via group discussions in youth settings, meetings, presentations and an online questionnaire specifically for young people. 115 people attended meetings and 165 responded to the online questionnaire for young people.

Proposal 4

Feedback

There was widespread support for the work of youth support services. A number of young people highlighted the role that youth support services had played in increasing their confidence and the positive impact this had on their education, employment and social development. Respondents to the overall questionnaire and at consultation events expressed the view that all young people needed support, not just the vulnerable, and that young people from different backgrounds need to mix with peers in order to increase inclusion and understanding. Concerns were raised over who would be identified as vulnerable, as needs often weren't identified until young people had accessed services, and whether those who didn't qualify for support would become vulnerable without the support. Young people suggested that targeting specific groups of young people could lead to labelling and bullying. In the questionnaire for young people (165 respondents), the young people identified key priorities for the youth support service as: having youth support workers who provide information advice and guidance (57% strongly agreed); targeting young people in need of support with a menu of activities (43% strongly agreed); supporting the voluntary sector to provide a broad range of youth work (46% strongly agreed); and having specialist workers who can support young people through court proceedings (41% strongly agreed). A voluntary sector response to the Youth Offer from young people (113 respondents) indicated similar concerns to the above, with Education Welfare (59.4%), Youth Centres (51.5%) and Children's Centres (50.5%) identified as the top three priorities for young people.

Consultation respondents felt that preventative work needed to continue, and thought this might not be the case if the service ceased to be universal. There was strong support for Finchley Youth Theatre which provides an opportunity for children and young people with disabilities to interact with young people in the mainstream. Young people at Rithmik Music studio made a video emphasising the positive impact the service has on them, and how it has kept them out of gang-related activity. There was also support expressed for the counselling services provided through 331.

At consultation events the view was expressed that pupils may be discouraged from accessing non-academic and vocational qualifications if support around careers was reduced and solely delivered by teachers. Careers advice was thought especially important in the current economic environment. It was felt that the voluntary sector could only fill the gap for universal services if funding is available to them, with concerns voiced around how the local authority would help the voluntary sector to deliver services. Some were also concerned that voluntary staff may not have the expertise necessary to work with young people with complex needs and it was felt consistency of staffing was important for those with learning disabilities to build relationships. Respondents expressed the view that the proposal could lead to rises in youth unemployment, teenage pregnancy, and first time entrants to the youth justice system, which would cost more in the long term. This view was reinforced by young people who said they would have increased concerns about having the opportunity to learn new skills, personal safety, how to spend their spare time, and getting into trouble. A number of respondents felt that integration could result in a loss of specialism, with the remaining workforce unable to meet demand and without the capacity to carry out preventative work. Conversely, several respondents felt that integration could reduce any duplication, improve joint working and help preserve frontline services. Some young people consulted expressed concerns about some youth services currently provided by the Children's Service becoming privatised.

Concerns were expressed via the questionnaire and email feedback about the impact on the Educational Welfare service, especially the preventative aspect, and how it would be prioritised within the new youth offer. Schools said they found this to be a highly valuable resource in helping to improve outcomes. It was also questioned whether the youth offending (a statutory service) might better sit within our social care service. It was suggested that as much youth provision as possible should remain, but a variable pricing policy could be used. Comments also included that supporting cultural groups who have successfully tackled problems before could help reach young people from different communities; and that youth workers could be supported and encouraged to set up social enterprises.

Response to consultation

Reduced resources available to the Council overall and to Children's Service mean that it will not be possible to continue to offer the same level of support universally. If implemented we would ensure that statutory responsibilities are met, such as around youth offending, and there would be clear resources allocated to non statutory work. Under the proposal Finchley Youth Theatre and Rithmik would continue to be part of the services provided by the Council.

It is recommended that this proposal go ahead, and that the following mitigating actions are put in place.

- Continue to work with partners, the voluntary sector and the private sector to help most effectively target services. Information sharing and close joint working with partners should enable us to identify at an early stage those young people at risk of not achieving their potential and to direct services accordingly.
- Make resources available to ensure there is a training and advice function for voluntary sector organisations to help build capacity
- Work closely with schools to ascertain their priorities for youth support services, including educational welfare, and target resources accordingly. Seek the views of schools on whether they would like to purchase additional support around youth services as part of a traded service.

Proposal 5

Feedback

Some respondents to the online questionnaire were concerned that there could be increases in anti-social behaviour and in low morale and mental health problems if there were fewer social spaces for young people, and that youth provision was already limited. It was also felt that vulnerable young people, such as those currently served by the Rainbow Centre, were less likely to travel to alternative provision and that greater partnership work, for example with Barnet Homes could help to support the Dollis area. It was felt important to have youth facilities that were easily accessible and routed in the community. At consultation events the view was expressed that changes to Hendon and Rainbow youth facilities would result in an imbalance, with the majority of youth facilities being concentrated in the west of the borough. It was suggested that some current facilities, including Hendon and Rainbow, were under-utilised. Other suggestions included letting the premises and using funds to provide more youth support services, commissioning local community halls and schools to provide facilities, and enabling the voluntary sector to use the facilities.

Response to consultation

It is recommended that this proposal go ahead, and that the following mitigating actions are put in place.

- Work closely with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised.
- Targeted youth workers will be linked to schools and undertake outreach work in the community to ensure that vulnerable young people are engaged in youth activities in a range of venues.

Proposal 6

Feedback

Many respondents to the online questionnaire felt that arts, play and sports were vital to help support young people and prevent anti-social behaviour and the need for more intensive interventions later on, and that qualified staff needed to be supported financially. It was felt that the voluntary sector could only deliver arts, play and sports services if they were appropriately funded. Young people felt that the reduction of youth activities such as artsdepot could have an adverse affect on crime rates. It was also pointed out that the proposal could impact on levels of obesity and mental wellbeing, and that access for disabled young people needed to be assured. This was reinforced by email feedback, with support for the current provision for disabled young people at Finchley Youth Theatre and concerns that it might not continue. Conversely, some respondents felt arts, play and sports could be reduced if savings needed to be found, with comments including 'although fantastic provision it is more a luxury for the LA to provide directly'. Although concern was expressed around higher costs for accessing services, others suggested some parents would be willing to pay more. It was also suggested that the council could match fund organisations to attract more private sector and other funding into the arts, that closer links should be made with local businesses to increase sponsorship, and that the voluntary sector could engage with families with personal budgets and build relationships directly with disabled young people and their parents.

Response to consultation

While youth activities can play an important role in preventing anti-social behaviour and promoting wellbeing, it is not possible to continue to fund them at current levels with the reduced budget available to us. It is recommended that this proposal go ahead, and that the following mitigating actions are put in place.

- Work with organisations to develop sustainable ways of offering arts, play and sports opportunities in the absence of public subsidy.
- Target activities budget to ensure access to youth provision is prioritised for vulnerable young people, including those with disabilities.

Proposal 7

Feedback

There were conflicting perceptions about whether teenage pregnancy rates were currently high in Barnet. Some online questionnaire respondents felt that investment in this service was already disproportionately high and that schools should be delivering this advice. Other respondents felt that generic teenage pregnancy services could prevent young people accessing services, and that specialist skills were required to discuss sensitive issues. There were also concerns that there might not be enough youth workers to carry out this work, that it would be a short term gain if the proposal led to an increase in teenage pregnancies, and that schools needed support to deliver sexual advice. The link between teenage pregnancy and risk of poor outcomes such as poverty, low educational attainment, and poor health was highlighted. It was suggested that peer education sessions could be highly effective.

Response to consultation

In light of the need to make budget savings, it is recommended that this proposal go ahead, and that the following mitigating actions are put in place.

- Generic advice around sexual health and teenage pregnancy is designed and delivered by the newly restructured youth support service as part of the general service offered to young people.
- When developing the new youth offer links are made with community groups to help ensure effective signposting and access to information and advice around teenage pregnancy.
- Ensure staff are appropriately trained to deliver generic advice and that there is a nominated lead for teenage pregnancy to ensure that this aspect of the service is delivered appropriately.

A full range of Equality Impact Assessments for budget proposals have been prepared following consultation. The relevant EIAs are included in appendix 12.

Consultation program – Children's Service

Date	Stakeholder group	Numbers reached	Method	All service proposals	Youth Offer	Children's Centres	School Support
18 November	Barnet Youth Board (Young People)	28	Meeting / discussion	Y	Y	N	N
3 December	Staff receive at risk letters	All staff	Meetings with Director / Team meetings / individual meetings	Y	Y	Y	Y
3 December	Schools & Learning Staff briefing	42	Presentation / discussion / Q&A	Y	N	N	Y
7 December 8.30 – 10.30	Integrated Youth Service Support group Strategic Leads for: Voluntary sector; Barnet Homes; Police; Health Partners; CommUnity Barnet; Job Centre plus; EBP (Education Business Partnership); Faith groups representative.	19	Presentation / discussion	Y	Y	N	N
7 December	Schools Forum – Headteachers and Governors	25	Presentation / discussion	Y	Y	Y	Y
9 December	Parents (CC users)	1000 letters issued	Letter and consultation paper	N	N	Y	N
9 December	Stakeholders (CC)	36	Email and consultation paper	N	N	Y	N

Date	Stakeholder group	Numbers reached	Method	All service proposals	Youth Offer	Children's Centres	School Support
9 December	All CC stakeholders	n/a	Ad in local paper re CC consultation	N	N	Y	N
10 December	Schools & Learning Staff briefing	35	Presentation / discussion / Q&A	Y	N	N	Y
10 December	Partners / stakeholders	36	Letter to all affected	Y	Y	Y	N
13 December 8.30am	CC managers / Heads and Team Managers	27	Presentation / discussion	Y	N	Y	N
14 December 5.00 – 7.00	Role Model Army (Children in Care)	8	Presentation / discussion / online survey	Y	Y	N	N
13 December	All identified stakeholders / partners	455	Emailed information / link to internet information and online survey	Y	Y	Y	Y
13 December	All School Heads, all School Governors, all Children's Service staff	1000+	Emailed information / link to internet information and online survey	Y	Y	Y	Y
15 December	All School staff	n/a	Item in schools circular with link to internet information and online survey	Y	Y	Y	Y
15 December	CC Commissioned Services (internal stakeholders)	9	Presentation / discussion	Y	N	Y	N
15	Special Children's Service	7	Presentation / discussion	Y	Y	Y	Y

Date	Stakeholder group	Numbers reached	Method	All service proposals	Youth Offer	Children's Centres	School Support
December	JNCC (Trade Unions)						
16 December	Children's Trust Board	12	Presentation / discussion	Y	Y	Y	Y
16 December 6.30pm – 7.30pm	Parents (CC users) Newstead CC	35 (inc 14 children)	Presentation / discussion	Y	N	Y	N
17 December 10.30am – 11.30am	Parents (CC users) The Hyde CC	17	Presentation / discussion	Y	N	Y	N
5 January	CC Commissioned Services (external stakeholders)	19	Presentation / discussion	Y	N	Y	N
5 January 6.30pm – 7.30pm	Parents (CC users) The Hyde CC	5	Presentation / discussion	Y	N	Y	N
6 January	CC Staff and Trade Unions	45	Presentation / discussion	Y	N	Y	N
6 January	Headteachers (Finance conference)	105	Presentation / discussion	Y	N	Y	Y
11 January 10.30 am – 11.30am	Parents (CC users) Newstead	11	Presentation / discussion	Y	N	Y	N
12 January	Director's Briefing to School Governors	35	Presentation / discussion	Y	N	Y	Y

Date	Stakeholder group	Numbers reached	Method	All service proposals	Youth Offer	Children's Centres	School Support
12 January	Barnet Youth Board AGM, including: BYB (Barnet youth Board); Role Model Army (Children in Care Council; IPOP (disabled children); One Youth Magazine	25	Presentation / discussion / online survey	Y	Y	N	N
13 January	CC managers / Heads	22	Presentation / discussion	Y	Y	Y	N
14 January	Primary School Teachers BOBBY panel	10	Email / online questionnaire	Y	Y	Y	Y
14 January	BOBBY Panel (children aged 8 – 12 years)	20	Email / online questionnaire	Y	Y	Y	N
14 January	Woodhouse Young Peoples Centre (331)	8	Meeting	Y	Y	N	N
14 – 31 January	CommUnity Barnet – Young People's Voluntary groups	113	Online questionnaire	Y	Y	Y	Y
17 January 10.00am – 11.00am	Parents (CC users) Brent Cross shopping centre	6	Presentation / discussion	Y	N	Y	N
17 January	Barnet Voluntary Partnership	15	Presentation / discussion	Y	Y	Y	Y?
18 January	Parents (CC users) Oak room, NLBP	13	Presentation / discussion	Y	N	Y	N
17 – 21 January	Canada Villa Youth Centre	15	Discussion / Online questionnaire	N	Y	N	Y

Date	Stakeholder group	Numbers reached	Method	All service proposals	Youth Offer	Children's Centres	School Support
17 – 21 January	Rainbow Youth Centre	25	Discussion / Online questionnaire	N	Y	N	Y
17 – 21 January	Burnt Oak Youth Centre	4	Discussion / Online questionnaire	N	Y	N	Y
17 – 21 January	Graham Youth Centre	40	Discussion / Online questionnaire	N	Y	N	Y
18 January	FYT (Finchley Youth Theatre)	30+	Meeting / Presentation / Group Work / Online questionnaire	N	Y	N	Y
18 January	BRSI staff	50	Presentation / discussion	Y	N	Y	N
19 January	Children's Centres Governors meeting, Head Teachers and CC managers	24	Presentation / discussion	N	N	Y	N
19 – 31 January	Youth Support Service	215	Online questionnaire	N	Y	N	Y
20 January	Barnet Youth Board	30	Online questionnaire	N	Y	N	Y
20 January	Director's meeting with Primary Heads	67	Presentation / discussion	Y	N	N	Y
20 January	Director's meeting with Secondary Heads	17	Presentation / discussion	Y	N	N	Y
21 January 10am	CC Commissioned Services (external stakeholders)	30	Presentation / discussion	Y	N	Y	N
21 January	CommUnity Barnet (including parents)	50	Presentation / discussion	Y	Y	Y	N

Date	Stakeholder group	Numbers reached	Method	All service proposals	Youth Offer	Children's Centres	School Support
22 January 10am	CC Commissioned Services (external stakeholders)	20	Presentation / discussion	Y	N	Y	N
25 January	Local Safeguarding Children Board	31	Presentation / discussion	Y	Y	Y	Y
26 January 10.00am – 11.00am	Parent (CC users) Edgware Library	17	Presentation / discussion	Y	N	Y	N
26 January 7.00pm – 8.00pm	Parent (CC users) Committee room 1 Hendon Town Hall	5	Presentation / discussion	Y	N	Y	N
26 January	PVIs (Private, Voluntary and independent childcare providers) Emerald Suite	55	Presentation / discussion	N	N	Y	N
27 January	Integrated Youth Practitioners group	80	Presentation / discussion	Y	Y	N	N
27 January	Early Years Co-ordinators	85	Presentation / discussion	Y	N	Y	Y
31 January	Youth Offer consultation closes						
7 February	CC consultation closes						

2. Adult Social Services Consultation

Adult Social Services ran two statutory consultations during the budget setting process, on Fairer Charging and Options for Older People's Housing are covered elsewhere. This paper covers the "Budget Consultation" with service users.

The department ran separate consultations on changes to funding for the voluntary sector and held meetings with service users covering the overall budget.

Feedback from Budget Conversations November 2011

The department ran six meetings with service users during November. These were a meeting of the Special Partnership Board, a Mental Health Users meeting, the Learning Disabilities Parliament, a Carers Forum and two open meetings.

Over 250 people attended the budget conversations. These included members of the public, service users, carers and providers. Key feedback centred on issues of reducing investment in prevention, reductions in the voluntary sector, too much burden being placed on family carers, people's independence being undermined by the scale of the budget reductions.

Although there was a great deal of concern about the scale of the budget reductions, along with specific concerns about impact on some services, there was support for the focus on fairness and need, safeguarding, focusing on people with the highest needs, reducing spend through efficiencies and from the expensive provider care costs.

Main feedback

1. Exploring with families and communities where they are able to take on more responsibility.

Although a large number of participants acknowledged that there were several pros around this proposal, there were also various concerns. The most commonly expressed concern was that it might lead to an increased strain on carers, who would be expected to do more than they currently do. Extra pressure on carers could lead to breakdown which would result in more expensive services being needed. Some people felt that they would need to impose on friends and neighbours, which they would feel uncomfortable having to do. The point was also made that not everyone has family to rely on or family close by. Also, younger people are often trying to live more independently and be less reliant on family carers.

Where more is expected from the community it was felt that the council has some role in facilitating this for example through the use of premises.

2. Prevention

Funding preventive services was a key issue discussed in the various meetings and in the returned consultation forms. Many attendees said that if there are significant reductions in the amount spent on prevention then the costs would manifest and increase further down the line. People will develop more critical need and by the time they are referred to Adult Social Services, their care needs may be greater than they would have been if they had received lower level preventative services. If the focus is on individuals at a high risk then there is concern about low and moderate needs - there needs to be an effective balance. Prevention should be viewed as important in keeping people from emerging with needs that can only be met with more expensive residential services at a later point in time.

The use of **volunteers** was stressed as a key component of the services provided through preventive budgets and resulted in good value for money.

3. Voluntary sector

A lot of people involved in the conversation made a distinction between voluntary providers and those which are for profit. It was generally viewed that the voluntary sector can provide services more cheaply and that they are more responsive. Concerns which accompanied this were that reductions in the voluntary sector would lead to an increase in demand for Social Services.

4. Providers

It was generally recognised that there is a need to attempt to renegotiate contracts with providers with a view to reducing costs where possible. However, several potential risks were raised, including how it would be possible to guarantee quality and culturally appropriate services if costs were reduced. It was expressed that it would be better to reduce funding to more expensive providers than to cut preventive services. People expressed that for some of service users with critical needs there is a limit to developing independence and reducing services as often the services were essential to ensure that people are safe.

5. Efficiency

There was general agreement on reductions due to efficiencies. However, there was concern that there needed to be a balance on protecting front line services so that key roles such as social work could continue to deliver the support required for example support to people with mental health problems in trying to keep them independent.

There was support for a more **integrated** approach to working with health and housing supporting according to One Barnet Principles.

There was some discussion indicating that more thought should be given to reductions in other council services, such as 'vans collecting garden rubbish and this isn't necessary', and that council wide services should be considered in the balance of what should be taken from social services, given the Coalition Government announcements in the Comprehensive Spending Review that they had done all they could to protect social care and that services should be maintained.

Voluntary Sector Budget Consultation

Adult Social Services currently invests approximately £2.7m per annum into a wide range of voluntary organisations which can be accessed by residents of Barnet and carers without the requirement to have eligible social care needs. The council's budget conversation with the voluntary sector takes forward the our commitment set out in *Looking after yourself - a prevention framework for Barnet* to work closely with organisations in preparing a plan to re-commission the sector to develop a range of preventative services to reduce long term dependency on health and social care services.

It also follows on from the comprehensive report on the findings from the 2009/10 review of the voluntary sector organisations which receive funding from Adult Social Services. This report was shared with all stakeholders in September 2010 and used as a basis for joint plans and discussions with the sector and with NHS Barnet as appropriate. As a consequence of the budget conversation undertaken by the council during October and November 2010, the budget proposals agreed by Cabinet in December 2010 did not include a 66% budget reduction for the adult social services voluntary sector preventative services as originally proposed but a 33% reduction in recognition that whilst these are non statutory services and there are significant opportunities to improve people's lives and achieve value for money through effective preventative services.

The budget proposal for the voluntary sector has two parts:-

- 1 The council proposes to reduce the annual voluntary sector budget by £350K in 2011/12 and to implement this by applying a standard 13% reduction to the funding paid to each organisation.
- 2 The council next proposes to reduce the annual budget by a further £550K in 2012/13 and to implement this by re-commissioning all or most voluntary sector provision. Organisations' proposals have been invited by 31 March 2011.

Re-commissioning the sector is intended to forward the strategic objectives identified in the Adult Social Services review of the voluntary sector carried out during 2010. The council believe that there are opportunities for its' expenditure to deliver improved value for money and that re-commissioning the sector would mitigate the effects of the reduced amount of funding available. Key areas that would contribute to delivering better services for less money include:

- achievement of savings through efficiencies that avoid or minimise the impact on service users, for example by reducing back-office expenditure and overhead costs
- greater emphasis on services that are able to achieve good outcomes by providing practical support for short-term periods rather than support which is provided long-term or indefinitely
- joining up similar services so that they are better able to respond to the common needs of different customer groups
- increased use of volunteers and other social capital, both in supporting service users directly and in service management and administration
- innovation in enabling people and communities to define and find solutions to their own support and well being needs
- development of a user-led market that provides affordable services for direct purchase by Personal Budget holders as well as by people who do not qualify under Adult Social Services' eligibility criteria

The intention is that the entirety of prevention provision currently supplied by the voluntary sector would be re-commissioned during 2011/12. At this stage, the council proposes that six new contracts listed below would replace all current contracts and agreements. Procurement would be completed during 2011/12 for commencement on a phased basis and priced in line with the full budget reduction of 33%.

- Information, advice and advocacy
- Day opportunities for people with mental ill-health
- Support and respite for carers
- Outreach support for black and minority ethnic communities
- Support for older people
- Support for people with learning disabilities

The procurement approach will be founded on the principles of the council's Third Sector Commissioning Framework including the presumption that future services will be procured through a competitive process. Recommendations concerning the procurement process for each contract will be submitted to Cabinet Resources Committee during 2011/12.

During the year ahead, the council will consult closely with service users, providers, care managers and other key stakeholders concerning the service models to be commissioned, implementation plans and transition arrangements.

Work will be undertaken in compliance with project management principles, and will be subject to Equalities Impact Assessment, further formal consultation and other checks and tests as appropriate.

How we have consulted so far

The consultation on the voluntary sector proposals to reduce the annual voluntary sector budget by £350K in 2011/12 and to implement this by applying a standard 13% reduction to the funding paid to each organisation was undertaken during December and January 2010/11 in order to inform the budget setting process for 2011/12. In addition as a part of this consultation, voluntary sector providers have been asked to give their views by 31 March 2011 on the opportunities to restructure the sector to achieve the 33% budget in 2012/13 to inform the Council's procurement plan.

Consultation arrangements were as follows

:

- Key stakeholders were emailed a consultation document containing information about the budgets proposals for the voluntary sector and with a questionnaire for provision of responses.
- The consultation document and questionnaire were published in the consultation area of the council's website
- Hard copies of the consultation documents were distributed to organisations for dissemination to service users
- An email address for people to send their comments or queries
- Key strategic groups were briefed on the consultation

Further details are set out in Appendix 3

Community Barnet consulted with its member organisations and sent a distinct response, the detail of which is set out below.

Responses.

371 responses were received during the consultation period. Over two-thirds of respondents were people who used the services affected by the proposed budget reduction, or from their carers or family.

	Number of responses	% of responses
Represent a voluntary organisation affected by the proposed budget reduction	24	6%
I am a Barnet resident who receives a service from a voluntary organisation affected by the proposed budget reduction	138	37%
I am a relative, carer or friend of someone who receives a service from a voluntary organisation affected by the proposed budget reduction	116	31%
My job involves work for a voluntary organisation affected by the proposed budget reduction	44	12%
Any other interested party	24	6%
Answer left blank	25	7%

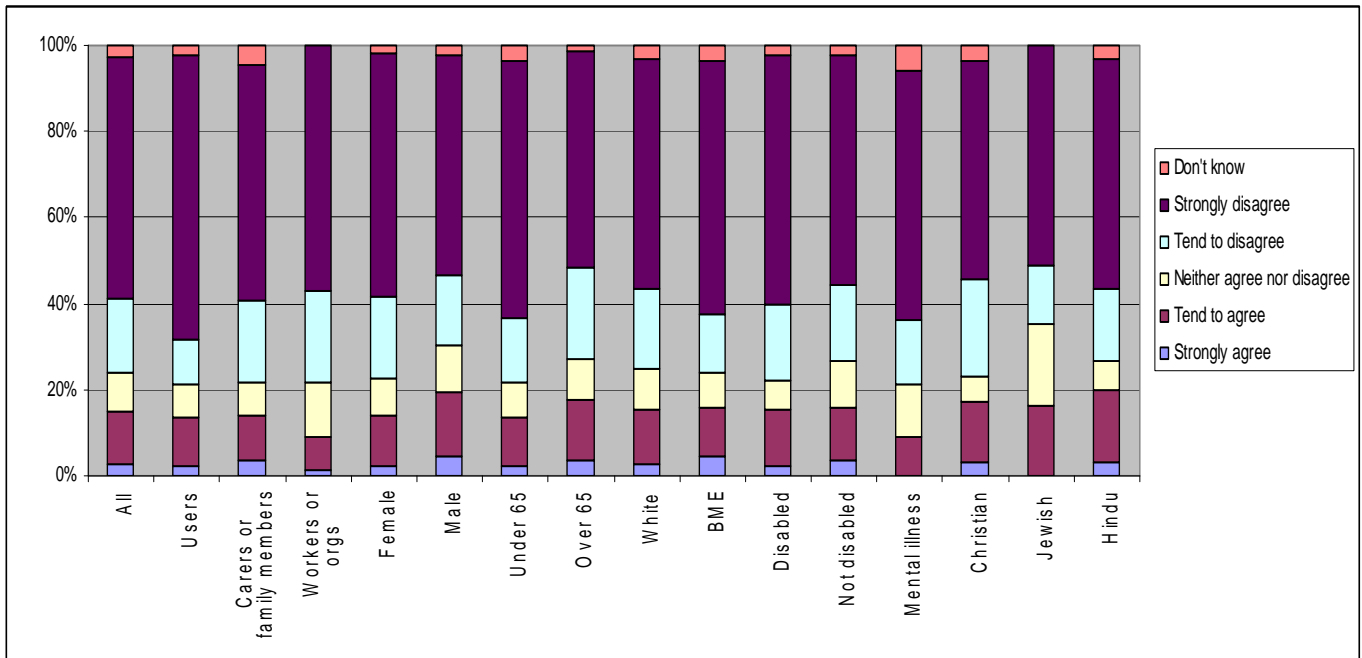
Respondents who were service users or their carers or family were asked to identify the organisations concerned. 265 respondents identified 29 services in total including 71 who referenced Barnet Carers Centre. References to other organisations were mentioned much less frequently, with just four organisations with 10-20 references each, and with all other organisations referenced less frequently.

Proposal 1 – To make a saving of £350,000 by reducing the budget for 2011/12 from £2.7M to 2.35M

343 respondents recorded their opinion of the proposal that the budget for voluntary organisations for 2011/12 be reduced by £350K. Three-quarters disagreed and most of these strongly disagreed

	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
Strongly agree	10	3%	3	2%
Tend to agree	43	12%	15	11%
Neither agree nor disagree	31	9%	10	7%
Tend to disagree	61	17%	14	10%
Strongly disagree	198	56%	88	64%
Don't know	10	3%	3	2%
No response	18		5	

There were no very significant differences evident between in the opinions expressed by the equality groups, except perhaps the level of was disagreement higher among younger adults compared to older adults.



Reasons for Disagreement

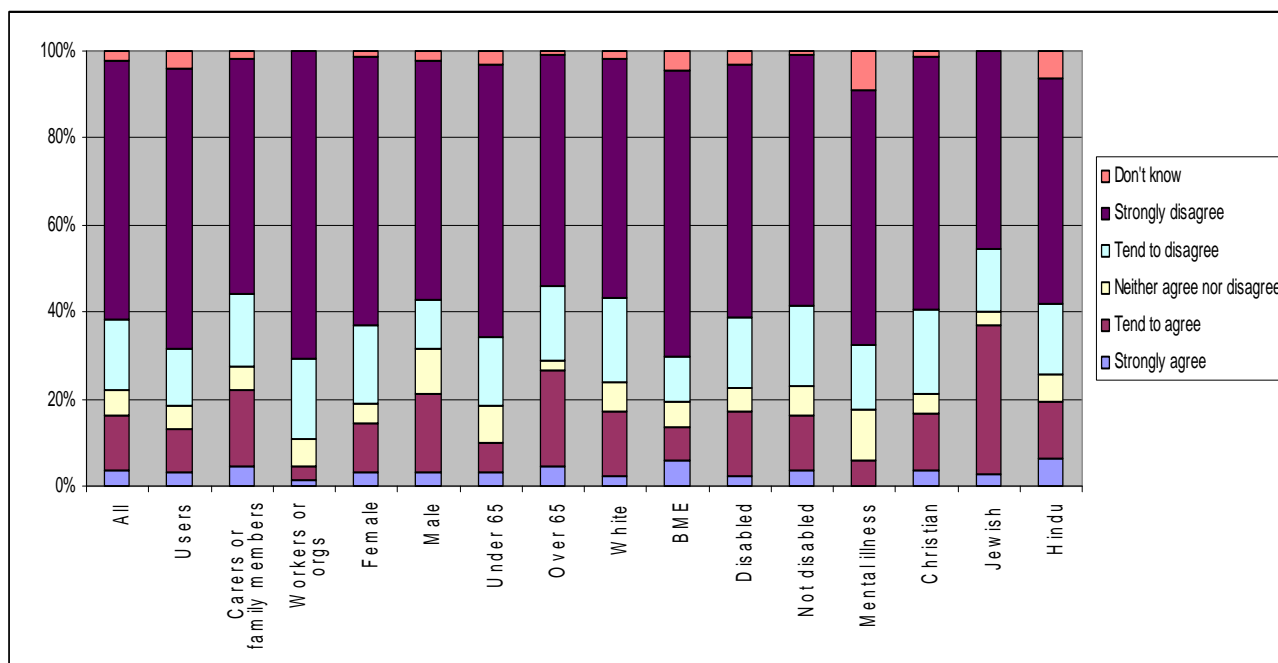
Of those who disagreed with the proposal, the most commonly cited reasons were the adverse effects for service users and the likelihood or inevitability of cuts in service quality and staffing. Relatively few respondents referred directly to the risk that cutting prevention services would increase pressures on statutory services, and similar number felt the reductions were too hasty and/or inconsistent with national policy and best practice

Proposal 2 – Achieve the saving of £350,000 by reducing funding for each voluntary organisation by 13% in 2011/12

Three-quarters of respondents disagreed with this proposal and most of these disagreed strongly.

	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
Strongly agree	12	4%	4	3%
Tend to agree	43	13%	13	10%
Neither agree nor disagree	20	6%	7	5%
Tend to disagree	55	16%	17	13%
Strongly disagree	201	59%	84	65%
Don't know	8	2%	5	4%
No response	32		8	

- The level of disagreement were highest among organisations themselves and their workers/volunteers and lowest among carers or family members
- As with Proposal 1, disagreement was higher among younger adults than older adults
- Although levels of agreement were generally uniformly low, Jewish respondents were much less likely to disagree than other groups



Few of those who disagreed with Proposal 1 did not also disagree with Proposal 2. Half of this number indicated agreement and half gave no opinion

Reasons for Disagreement

The reasons cited by respondents who disagreed with the proposal were identical or similar to those cited by those disagreeing with Proposal 1. The great majority referred to the adverse effects for service users and for service standards.

Smaller numbers of respondents gave reasons that indicated disagreement with the method of reduction itself. 39 respondents explicitly indicated that the rate of reduction should not be uniform across all organisations with 22 of these respondents recommending that reductions should target services that offered less good value for money compared with other services. 46 responses indicated that smaller services should receive a lower reduction or that some were too small to cope with any reduction

Community Barnet's Response

Community Barnet's response states that it sets out feedback of member organisations. The organisations are not listed and individual organisations are not identified in the body of the response. It can be assumed that the opinions expressed represent the views of organisations which do not receive funding as well as organisations that do.

On Proposal 1, Community Barnet states that it neither agrees nor disagrees with the budget reduction but goes on to accept their necessity in principle while expressing concern at the much greater percentage reduction proposed for the voluntary sector compared with the Adult Social Services budget overall

On Proposal 2, Community Barnet indicates strong disagreement since a standard reduction would not reflect prevention strategy priorities and would also adversely affect providers for whom council funding a large proportion of income.

Community Barnet consider that the reduction would have several adverse effects, including the risk that people with substantial needs would require expensive care packages if the voluntary sector were unable to continue to provide support, while at the same time people with lower needs would fall into greater need and there would be an increase in critical episodes leading to hospitalisation. Community Barnet reports that most organisations would have to cut services, including volunteer support, and some may close.

Community Barnet argue that the reduction to the voluntary sector budget should be at the same percentage level and over the same three-year timescale as the council proposes for Adult Social Services expenditure overall. It goes on to suggest that the council should provide greater stability and reduce procurement costs by minimising decommissioning and entering into longer-term contracts,

and recommends stronger partnership with the voluntary sector to find creative ways to make efficiency savings including using the voluntary sector to provide services currently provided by the council and the private sector.

The council's response to consultation

All but 6% of respondents who identified their interest in the consultation were either representatives or employees of funded organisations, or people who used the funded services or their carers or family members

It is therefore unsurprising that the great majority of respondents expressed disagreement with the first proposal to reduce the budget for the voluntary sector. The council is sympathetic to the reasons adduced by most respondents. We know that voluntary sector in Barnet offers fair value for money and that the preventative services they deliver are highly valued by the people who use them and can save money over time. However, the council has to balance its commitment to provide choices for disabled people with lower levels of need with its requirement to find financial savings in the short-term.

The great majority of respondents also disagreed with the second proposal to make the reduction by applying a standard 13% reduction to the funding payable to each organisation. Analysis of the reasons for disagreement shows that most respondents disliked the second proposal for the same reasons that they opposed the first proposal. Relatively few respondents suggested alternative ways of implementing the reduction

The council plans to re-commission all or most voluntary sector provision however procurement timescales would not allow completion of this work in time to deliver the proposed reduction of the budget for 2011/12. As a result a standard reduction for 2011/12 was proposed in order to manage within the reduced envelope in the fairest and most straightforward way.

Other options are open to organisations to maximise their income. It should also be noted that as well as the voluntary sector budget that is the subject of this specific consultation, Adult Social Services also commissions business of £7M per annum from voluntary sector providers as part of person-centred provision for individuals with substantial or critical needs for social care. There are key opportunities for voluntary organisations to generate income and reduce dependency on public subsidy by marketing services both to people with personal budgets and to the wider population of people with low and moderate needs who may choose to purchase services independently.

The council believes that its budget proposals for 2011/12 are sustainable by most organisations. We have listened to a small number of organisations who have told us during the consultation that the reduction would or might mean that they would have to close. We will work with the organisations concerned to mitigate this risk.

The council also believes that the proposed reduction of the voluntary sector budget by 33% with effect from 1.4.2012 is also reasonable. The conclusions of Adult Social Services' reviews of the prevention strategy and current service provision offer clear evidence that better value could be realised from the council's expenditure. The details of the programme of re-commissioning that the council intends to undertake in 2011/12 are being developed in collaboration with the voluntary sector who have been asked to give their views up until 31 March 2011 on opportunities for consortia and partnership working across the organisations. However, the principles, objectives and methods are sufficiently clear for the council to be confident that the existing voluntary sector offer can be satisfactorily restructured within the resources and timescale proposed

A full range of Equality Impact Assessments for budget proposals have been prepared following consultation. The relevant EIAs are included in appendix 12.

Appendices

Profile of respondents
Details of consultation arrangements

Appendix 1**Profile of respondents**

Age	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
Under 18	3	1%	0	0%
18-24	3	1%	0	0%
25-34	20	6%	8	6%
35-44	31	9%	13	10%
45-54	65	19%	31	23%
55-64	83	24%	23	17%
65-74	69	20%	30	23%
75-84	49	14%	15	11%
85+	27	8%	13	10%
No response	21		5	

Gender	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
Female	227	71%	75	63%
Male	94	29%	45	37%
No response	50		18	

Ethnicity	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
White	248	73%	85	67%
<i>British</i>	222	66%	72	57%
<i>Irish</i>	7	2%	3	2%
<i>Turkish/ Turkish Cypriot</i>	3	1%	2	2%
<i>Greek/ Greek Cypriot</i>	8	2%	6	5%
<i>Other</i>	8	2%	2	2%
Mixed	4	2%	1	1%
<i>White & Black Caribbean</i>	2	1%	1	1%
<i>White & Black African</i>	0	0%	0	0%
<i>White & Asian</i>	1	0%	0	0%
<i>Other</i>	1	0%	0	0%
Black or Black British	15	4%	9	7%
<i>Caribbean</i>	4	2%	2	2%
<i>African</i>	11	3%	7	6%
<i>Other</i>	0	0%	0	0%
Asian or Asian British	62	18%	30	24%
<i>Indian</i>	52	15%	26	20%
<i>Pakistani</i>	3	1%	1	1%
<i>Bangladeshi</i>	2	1%	1	1%
<i>Other</i>	5	2%	2	2%
Other	9	3%	2	2%
<i>Chinese</i>	3	1%	0	0%
<i>Any other ethnic group</i>	6	2%	2	2%
No response	33		11	

Disability	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
Yes	131	40%	78	60%
No	196	60%	53	40%
No response	44		7	
Hearing	26	8%	14	11%
Vision	22	7%	15	11%
Reduced physical capacity	53	16%	27	21%
Speech	13	4%	4	3%
Severe disfigurement	6	2%	3	2%
Mobility	52	16%	24	18%
Learning difficulties	19	6%	11	8%
Physical co-ordination	16	5%	9	7%
Mental illness	34	10%	25	19%
Other disability	22		7	

Faith	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
Agnostic	12	4%	7	6%
Atheist	14	5%	3	2%
Baha'i	2	1%	1	1%
Buddhist	5	2%	2	2%
Christian	141	45%	46	37%
Hindu	31	10%	8	6%
Humanist	2	1%	1	1%
Jain	11	4%	9	7%
Jewish	39	13%	15	12%
Muslim	11	4%	8	6%
Sikh	4	1%	2	2%
No Religion	33	11%	20	16%
Other Faith	5	2%	2	2%
No response	61		14	

Sexuality	All responses		Responses from service users only	
	Number of responses	% of responses	Number of responses	% of responses
Bisexual	12	5%	2	2%
Gay	1	0%	1	1%
Heterosexual	221	94%	96	97%
Lesbian	0	0%	0	0%
No response	137		39	

Appendix 3 Details of Consultation Arrangements

Consultees	Process	Dates
Any person or organisation with an interest	Publication of consultation document on Barnet Online	Consultation period 9.12.2010 - 27.1.2011
Voluntary sector providers receiving AdSS funding	Consultation document circulated to all providers Q&A and discussion events for providers at NLBP	9.12.2010 - 27.1.2011 23.12.10 3.1.2011
People using services or with an interest in services	Initial supply of 1300 hard copies issued to providers; Further copies supplied on request. Consultation document and link circulated to Older People's Assembly members (120); AdSS Customer Expert Network (60); Family Carers Forum (50); and the Homecare Advisory Group (20)	9.12.2010 - 27.1.2011
Other organisations	Consultation document circulated to 67 other organisations	
Voluntary sector providers working in Barnet, whether or not funded by AdSS	Presentations given to: - Older People's Network - Mental Health Network - Multi-Cultural Network - Learning Disability Network	16.12.2010 19.1.2011 21.12.2010 18.1.2011
Partnership Boards	Presentations given to: - Older Adults PB - Mental Health PB - Physical / Sensory Impairment PB - Learning Disability PB	18.1.2011 12.1.2011 17.12.2010 27.1.2011

3. Chief Executive's Service - Grants Budget

Consultation was undertaken on proposals to significantly reduce the grants programme run by the Chief Executive's Service and to modernise some of the services supported.

1. Method of consultation

Consultation was through an e-mail box and the consultation portal. As well as the general promotion for the Council's budget consultation, the consultation on changes to services funded by grants from the Chief Executive's Service was supplemented by the same on-line, electronic and hard copy questionnaire being promoted by the chairs of local voluntary sector networks to their constituent organisations and thence to those organisations' clients and users. Where relevant, Community Barnet also promoted consultation documents relevant to the voluntary sector, not least through their website.

Consultation asks the following questions:

1. Do you agree or disagree with proposal for Community Advice Service including reduction in budget?
2. Do you agree or disagree with proposal for Community Arts Programme including reduction in budget?
3. Do you agree or disagree with proposal for Infrastructure Support and Small Grants Programme, including reduction in budget?
4. Do you agree or disagree with proposal to end Council subsidy to the Arts Depot?
5. Please provide a suggestion or recommendation for a different way the council can make funding reductions?
6. Are there any other suggestions the Council could consider?
7. Please provide post code, ethnicity, age group, gender, disability, faith/religion/belief

Consultation was received via the following formats:

Formats	Total number of responses as of 07.01.11
Electronic questionnaire on Survey Monkey Website.	112
Questionnaire via email, hand or post	12
Emails to 'Grantsconsultation' mailbox	17
Arts Depot lobbying Letter	19

Portal Headlines / Summary

Survey Questions	Total Number of Responses	Total number who agree with the proposal	Total number who disagree with the Proposal
1. Agree or disagree with proposal for Community Advice Service including reduction in budget.	112	9	60
2. Agree or disagree with proposal for Community Arts Programme including reduction in budget.	94	7	74
3. Agree or disagree with proposal for Infrastructure Support and Small Grants Programme, including reduction in budget.	80	4	35
4. Agree or disagree with proposal to end Council subsidy to the Arts Depot	73	4	68

Overarching themes

- The results show the majority of respondents are against the proposed changes to the Councils Grants Programme. This applies to the Community Advice Service, Community Arts Programme, Small Grants and Third Sector Infrastructure, and the Arts Depot.
- Respondents understand the need for cuts in today's lean time, but expect the Council to find savings via efficiency savings.
- There was a low response from the Black and Asian organisations and residents to the questionnaire.
- **Community Advice Service** – Of the 239 responses received the majority, (58%) disagree with the Council's proposals, many of these these 'strongly' disagreeing. There is a concern over the exact numbers as some responses were conflated with those for other proposals, such as for the Artsdepot, but the general conclusion is accepted..
- **Community Arts** – Of the 209 responses received, 76% of respondents disagreed with the proposal. The majority view held is that support for the arts is an essential part of the community. In particular respondents commented that marginalised people in the borough were at the risk of being even further marginalised
- **Third Sector / small grants** - Of the 190 responses , 42% disagreed with the proposal; ,6% were in favour. There was very little comment with regard to infrastructure support. The general view was that small grants allow local organisations to provide much needed projects for vulnerable local people.
- **Arts Depot** - There is clear opposition to the proposal to end core funding for the Arts Depot. Of the 182 survey responses, 90% disagreed with the proposal with most of these strongly disagreeing. There is concern that a reduction in Council subsidy will result in the organisation closing. Where residents accepted the need to reduce funding it was felt that a phased reduction would allow the centre to find alternative funding.

Petitions

A petition has been received bearing approximately 4,800 signatures in hard copy. (There is also an accompanying online petition, with some 2,600 signatures: this has not been submitted via the Council's e-petitions facility):

“On Friday 3 December Barnet Council announced their proposals to cut all core funding to artsdepot, with effect from April 2011. This decision comes as a huge shock because of the late notice, and our previously good relationship with the Council. At an already uncertain time this leaves the future of artsdepot in an increasingly vulnerable position. To support your local arts venue, please pledge your support by signing this petition now”

Response to consultation

Given the need to set a balanced budget the council should continue with the budget proposals

artsdepot – in view of strong local concern that artsdepot will close and that an important community venue will be lost, we should continue with efforts to find a solution that makes best use of the venue as a community hub and supports the Arts Depot Trust in maintaining its financial viability. Support should be given to the Arts Depot to find alternative sources of revenue.

The council has decided to continue its contract with artsdepot for a programme for children and young people as part of its youth offer.

Community advice and community arts programme – while the budget reductions must be made, we should note public concern that the most marginalised residents will be affected most. Specifications for 2011/12 onwards will focus resources as closely as possible on those who need the services most.

The council remains committed to working with the voluntary sector on innovative solutions to supporting residents. The proposals for a Big Society Innovation Fund should be widely promoted.

A full range of Equality Impact Assessments for budget proposals have been prepared following consultation. The relevant EIAs are included in appendix 12.

Appendix

Budget Consultation on changes to the grants programme – Final results

Details of Responders to the Survey

180 responses (75% of total 239 responders) were received to this question of which:

Type of Responder	Numbers
Residents	127
Private Sector Organisations	6
Voluntary Sector Organisations	10
Public Sector body	3
Other	34 (i)
Total	180

(i) the 34 respondents were the from the following areas,

- Former residents
- Visiting theatre companies
- Working in the borough
- Regular user of Arts Depot

Age Group

Where data was supplied, the breakdown is as follows:

Age Group	Numbers
Under 18	2
18-24	6
25-34	26
35-44	44
45-54	22
55-64	14
65-74	9
75+	3
Totals	126

Gender

Where data was supplied, the breakdown is as follows:

Gender	Number of Respondents
Male	51
Female	75
Totals	126

Ethnic Origin

Where data was supplied, the breakdown is as follows:

Ethnic origin	Number of Respondents
white- British	86
Asian or Asian British – Indian	5
Asian or Asian British – Pakistani	1
Asian or Asian British – Other	1
Black or Black British - Caribbean	1
Mixed – White & Black Caribbean	1
Mixed – White & Asian	2
Mixed – other.	2
other – Any ethnic group	6
White – Irish	8

White – Greek/Greek Cypriot	2
White - Any other	11
Total	126

Disability

50 respondents answered of which

- 47 respondents (94.0%) don't regard themselves as having a disability.
- 3 respondents (6%) regard themselves as having a disability.
- Of those that answered yes 1 respondent described their disability as hearing, 1 respondent described reduced physical capacity and 1 respondent described their disability as a mental illness.

Faith/Religion/Belief

44 answers were received to this question of which the breakdown is as follows,

Faith/Religion/belief	Total
agnostic	5
Atheist	9
Christian	10
Hindu	2
Jewish	10
No religion	8
Totals	44

Sexuality

- 38 respondents answered this question of whom
- 37 (97.4%) clicked heterosexual
- 1 respondent (2.6%) clicked gay.

4. Libraries and Museums.

The formal consultation into the future of the Library Service sits outside this budget round. It is intended that a full report, including responses to consultation, is presented at the March 29 cabinet meeting.

The council is proposing to make a saving of £40,000 plus building costs by ending funding for the council run Church Farm Museum and the grant to Barnet Museum. A full public consultation process with users, interest groups, and a customer profiling exercise took place over six weeks from 6 December 2010 to 17 January 2011.

Method of Consultation

Consultation was through:

- Comments on proposal in the council's online budget consultation.
- 33 user groups were written to inviting responses
- A short questionnaire was available in Museums to collect responses.
- Discussions took place with the Museums, Libraries and Archives Council along with meetings with key stakeholders.

Feedback

199 survey responses regarding both museums were received by the council with the greater number covering Church Farm Museum. 62 individual letters or e-mails were received, and over 300 standard format letters regarding Barnet Museum were lodged. Responses were also provided by a range of local organisations.

The majority of respondents disagreed with proposals to withdraw funding, citing:

- Historic value of the buildings, especially Church Farmhouse Museum.
- Loss to the heritage of the area.
- Educational value of the building and the collections via school visits, outreach work by staff, research, and archaeological activities
- Withdrawal of funding is a means to achieve sale of the building.
- The value towards community cohesion through shared history.
- Negative impact upon the quality of life in Barnet.

- Educational, cultural and leisure value of the exhibitions.
- Volunteer-run model (Barnet Museum) conforms to the central Government's 'Big Society theme'.
- Perceived low cost to the council.
- Historic value of the Barnet and District Local History Society to the area (Barnet Museum).
- High value of the exhibitions and events provided by professional staff (Church Farm).

A number of alternative proposals for the future of museums have been provided: lease or transfer running of both museums to community or third sector organisations; proposals to reduce costs of museums while maintaining the current delivery model; and asking the council to consider future relationships with other museums or cultural services.

Petitions Barnet Museum

A petition has been received bearing 752 signatures. There is an accompanying online petition of 788 signatures but this has not been submitted through the Council's e-petitions facility:

"Bearing in mind the Borough's proposed withdrawal of funding, we the undersigned support the continued use of 31 Wood Street, Barnet, as the Barnet Museum, to allow the Barnet & District Local History Society's considerable collection to be properly displayed and accessible to both the local community and the wider world."

Church Farmhouse Museum

A petition has been received bearing [an estimated 1,900+ signatures]. There is an accompanying e-petition bearing [approx 1000] signatures –however this was not submitted via the council's e-petitions facility:

"We the undersigned support the continued use of Church Farmhouse as a museum and exhibition centre and believe that its loss would impoverish education, cultural diversity and community involvement in Barnet".

Comments received with the petitions included:

- The value of the museums in providing access to history and heritage
- The importance of Church Farm Museum site, archaeological remains, the importance of the museum as one of the oldest buildings in then borough and the sense of identity the building give the local area,
- The value placed on the building by past present and future users

- The quality and variety of the exhibitions
- Suggestions of alternative ways to save money rather than reduce expenditure on museums.

Response to Consultation.

Two proposals have been put forward to independently operate Barnet Museum and Church Farm Museum. We recommend that the council consider these proposals over a three month period while continuing with budget plans.

The proposals should be tested against the ability of the proposers to demonstrate that independent organisations can run the museums at no cost to the council taxpayer, cover all operating costs and manage the buildings and site in the long term.

Mobile Library Service

Method of Consultation

Public consultation took place through:

- Comments on proposal via council-wide budget consultation.
- Writing to key user groups to invite responses.
- Each stop where change is proposed had a detailed letter outlining the proposed changes, to allow informed response.
- Short questionnaire and comment card available in the Mobile Library to collect responses (from Monday 13 December).

Feedback

A limited number of survey responses were provided – only 11 formal responses were provided. No letters were received regarding the proposal. As three sites were to be removed, those who were eligible for the housebound reader service (owing to disability or mobility challenges) were offered the replacement service.

Responses

The limited number of survey respondents disagreed with the proposals (7 respondents) raising objections on the following grounds:

- Withdrawal or reduction of service to elderly people or the vulnerable.

- This is an essential service for people who cannot get to as static library and are not eligible for home visits, and could result in poorer quality of life and less contact with 'outside world' for the most vulnerable.
- It is a very important part of the community.
- There should be staff to help people who need it.
- Pensioners and those not able to get to the library during its opening hours would be affected.
- This service and its staff are highly regarded.

Three respondents supported the proposal:

- It is reasonable that this service should bare some share of the cuts.
- The service is not cost effective in its current state, as it is costly and old fashioned.
- Reductions are seen to be reasonable if people know what they are and the reasons behind them.

Two telephone responses were received by senior managers, indicating broader support for the service to become more efficient if it would allow the mobile library service to be protected longer-term.

Response to consultation

Given budgetary pressures and the very limited number of people affected by the changes, the savings should stand.

However, there is a clear requirement to make sure that those impacted by the withdrawal of the three current stops are made aware of alternative service options. Those who are eligible will be offered the opportunity to access the housebound reader service. Other users will be redirected to the extensive network of libraries within the borough. Changes to the pattern of mobile stops should be promoted on line and through the mobile libraries themselves.

There have been no responses outside of formal consultation.

A full range of Equality Impact Assessments for budget proposals have been prepared following consultation. The relevant EIAs are included in appendix 12.

5. Environment and Operations

Environment and Operations consulted on budget changes through the budget email portal. A separate consultation was carried out to meet statutory requirements for changes to free bays in controlled parking zones.

The department is proposing to make changes to allotment charges in the financial year 2012/13 and discussions with allotment groups have begun.

Several petitions have been received relating to charges for parking and allotments.

Free bays

The council consulted in each appropriate location on the possibility of converting free bays into resident parking and/or pay and display spaces. A notice was published in a local paper and the London Gazette. Notices were erected in relevant roads.

All affected Ward Members were advised of the aspirations by way of a letter prior to any statutory consultation taking place and were subsequently sent a plan illustrating the proposals relevant to their Ward simultaneous to the statutory consultation for a particular CPZ.

The common theme from consultation was that there is no perceived demand for extra residents spaces and, or that the current free bays serve a useful purpose in allowing free parking for them their families and their visitors. Details of numbers of objections received per CPZ are outlined in the table appendix, and in addition 9 objections have been received which indicated a general view rather than specifically refer to a particular CPZ or area.

Petitions

Environment & Operations, Fees and Charges – Parking fees in East Finchley Controlled Parking Zone

Petitions have been received in identical terms bearing a total of 158 signatures from residents of Widecombe Way (30), Vivian Way (40), Deansway (33), Totnes Walk (24), Devon Rise (17) and Harford Walk (11) and Spencer Drive (3) N2.

*"We the undersigned residents of [name of road] N2, object to Barnet Council's proposal to amend the East Finchley Controlled Parking Zone (Traffic Order 20**) by converting the free parking bays to Permit Holders Only bays and also its proposed dramatic increase to the pricing structure of Residents Permits from £42 to £100 for each resident's first vehicle and additional increases to further permits.*

In [name of road] the current scheme has operated very effectively for more than a decade since it was instituted in a democratic manner by a vote of the residents following full consultation with them and an assurance that free parking bays would be available and that the scheme was to be introduced to alleviate problems arising from commuters parking locally all day, but NOT for financial gain.

Moreover not having full consultation and more appropriate means of informing residents of these proposed changes is wholly inadequate and does not meet the standards expected of good local government."

A public petition has been received by the council entitled:

"Stop Barnet Council's Increased Motoring Taxes" .

This has 2361 signatures.

A further petition, placed through the council's e-petitions service

"We the undersigned petition Barnet Council to scrap the free 'super' parking permit that Councillors get, reject Brian Coleman's proposal to increase resident's parking permits and the massive increases to pay and display parking that will hit local businesses at this tough time."

This has attracted 50 signatures.

Allotments

The council has received a petition from Barnet Allotments federation stating bearing 79 signatures in opposition to increasing changes for allotments.

"We, the undersigned, hereby call upon the London Borough of Barnet to abandon its ill-considered and unjustified proposals for increases in Allotment rents from the present £6 per pole to £17 per pole for Barnet residents and £34 per pole for non-residents. We object to the proposals:

- *the proposed rises in allotment rents are unjustified and unjustifiable;*

- *they will put allotments out of reach of the very people who most rely on them and most benefit from them;*
- *it is scandalous to use a rise in allotment rents to pressure allotment holders into agreeing to the self management of their sites when such arrangements have scarcely been discussed;*
- *The proposed surcharges on non-residents of the borough is unjustified and unfair, and is likely to disadvantage particular ethnic and national groups;*
- *Under allotment law, rents have to be reasonable and the proposed rent levels are not;*
- *Reigate and Banstead Council was defeated in court in 1981 when it tried, like Barnet Council is proposing, to triple allotment rents out of line with charges for other leisure facilities.*

Barnet Council should therefore abandon its objectionable and unjustified proposals and set allotment rents from April 2012 which are reasonable.

The Leader has also received substantial correspondence on this issue.

School crossing guards

One comment on the proposal to remove funding from school crossings was made on line, four items of correspondence were received by the department.

Discussions are continuing with the 13 schools affected (including those with vacant posts) to explore different funding arrangements.

Response to Consultation

Parking

Given the need to effectively fund the Parking Account it is proposed that the rise in charges for resident's permits goes ahead. In publicising the new charges to residents it should be made clear that all funding raised from charges will be spent on cost of staff, infrastructure and systems used to manage the streets; and maintenance of roads and pavements in the borough.

Allotments

Concern over the scale of the rise in allotment charges is not unexpected. However, Environment and Operations is applying reductions of subsidies for

recreational activities, across the board, in order to deliver a larger share of responding reductions, therefore the proposals on allotment charges should remain in the budget. Opportunity is being provided to the Allotment Groups to self manage during this same timescale which would include setting their own charges. The charge will be £185 per annum per plot, (£355 non-residents) which can be compared against a minimum value of the produce from an allotment of £1564 , the charges are in line and comparable with charges in other London boroughs.

A full range of Equality Impact Assessments for budget proposals have been prepared following consultation. The relevant EIAs are included in appendix 12.

Medium Term Financial Plan APPENDIX 2	2010/11 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	Total
	(Pre Emergency budget)	(Post Emergency budget)				
Budget brought forward	-		300,695	288,325	284,386	
Statutory/cost drivers						
Inflation (pay)			864	873	2,361	
Inflation (non-pay)			3,269	3,007	3,057	
Employer's pension contributions			0	0	0	
NLWA levy			283	2,713	1,000	
Capital financing costs			1,500	2,250	2,250	
Statutory/cost drivers sub-total			5,916	8,843	8,668	
Central Expenses						
LABGI grant cease			400			
Concessionary fares/freedom passes			3,200	400	400	
Housing benefit changes			1,200	300		
CT Base - Long Term Empty Discounts					1,000	
Restructuring & Redundancy costs			(2,000)			
Carbon reduction commitment			500			
Full year effect of changes in commercial department			900			
Big society fund			200			
Contingency				890	3,102	
Full year effect of 2010/11 savings			(868)	(59)	(17)	
Central Expenses sub-total			3,532	1,531	4,485	
One Barnet/Future Shape						
Savings not realised in 2010/11			1,565			
Budget not required (now funded from reserves)			(1,500)			
One Barnet/Future Shape sub-total			65	0	0	
Balances to/(from) reserves						
Specific reserves contribution 2010/11	2,551	2,461	(2,461)			
Emergency budget specific reserves 2010/11		(487)	487			
Specific reserves contribution 2011/12			3,996	(4,010)		
Specific reserves contribution 2012/13				1,981	(1,981)	
Specific reserves contribution 2013/14					1,981	
Reserves sub-total	2,551		2,022	(2,029)	0	
Total Budget requirement (net expenditure)	303,319	300,695	312,230	296,670	297,539	
New Formula grant funding						
RSG	11,989	11,989				
Redistributed NNDR	82,567	82,567				
Area Based Grant now in formula	15,297	15,297				
Specific Grant now in formula	2,049	2,049				
New Formula Grant incl ABG & Specific			99,505	90,618	89,349	
New Formula grant sub-total	111,902	111,902	99,505	90,618	89,349	
Other funding						
Grants discontinued	3,697.0	2,712	0	0	0	
Council tax	153,005	153,005	155,466	159,353	163,337	
Council Tax grant			3,849	3,849	3,849	
Early intervention grant	16,027	14,388	13,171	13,985	13,985	
Homelessness grant	1,173	1,173	700	700	700	
PFI credit	2,235	2,235	2,235	2,235	2,235	
HB and CT Admin	3,085	3,085	2,960	2,960	2,960	
New Homes Bonus	-	0	0	0	0	
Learning disabilities	10,197	10,197	10,439	10,686	10,686	
Collection Fund transfers	1,998	1,998				
Other funding sub-total	191,417	188,793	188,820	193,768	197,752	
Total Income from grant and Council Tax	303,319	300,695	288,325	284,386	287,101	
Budget Gap before savings	0	0	23,905	12,284	10,437	46,626
Savings (as set out in Appendix 3)			(29,105)	(13,084)	(11,237)	(53,426)
Recommended pressures (as set out in Appendix 4)			5,200	800	800	6,800
Budget Gap after savings			(0)	0	0	0

FINANCIAL AND BUSINESS PLANNING 2011-13 SAVINGS SUMMARY - GROSS SAVINGS

Service	2011-12 Gross Savings	2012-13 Gross Savings	2013-14 Gross Savings	All Years
	£'000	£'000	£'000	£'000
Adult Social Services	(8,660)	(4,857)	(3,944)	(17,461)
Chief Executive's Service	(1,604)	(1,589)	(430)	(3,623)
Children's Service	(6,444)	(1,044)	(4,553)	(12,041)
Commercial Services	(1,278)	(2,083)	(732)	(4,093)
Corporate Governance	(676)	(160)	(189)	(1,025)
Deputy Chief Executive	(1,148)	(810)	(295)	(2,253)
Environment & Operations excluding Special Parking Account	(5,732)	(2,052)	(483)	(8,267)
Special Parking Account	(2,613)	(239)	(381)	(3,233)
Planning, Housing & Regeneration	(950)	(250)	(230)	(1,430)
SERVICE TOTAL	(29,105)	(13,084)	(11,237)	(53,426)

Scenario budget planning - savings

Service		Adult Social Services					
				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	Revenue Income Optimisation	Make all community services chargeable through implementation of a new fairer contributions policy based on ability to pay.	Income / charging	(897)	(212)	(40)	Equality Impact Assessment: The proposal applies to the Fairer Contributions Policy. An EIA is completed and appears in a full report on the Cabinet Agenda. It demonstrates risks and how these may be mitigated.
2	Transport	To rationalise the transport costs across adults day care transport with Children's Special Needs Transport by merging routes and/or reconfiguring opening times of Day Centres.	Efficiency	(60)	(27)	0	Equality Impact Assessment: Separate EIAs required for service users and staff. No changes to the level of service provided though up to 300 clients are potentially affected as a result of streamlining pick-up and drop-off times. Consultation with those affected has been undertaken..
3	E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system	Efficiency	(8)	(10)	0	Differential impact amongst community expected to be minimal as on-line access to recruitment portal by public already embedded.
4	Adults	To increase income levels and reduce the overhead costs of the remaining in-house services as part of the One Barnet programme.	Efficiency	0	(200)	0	See comments in Line Ref 27 - 35 for details relating to individual elements.
Service Review / Reorganisation or Reduction			Type				
5	User and Carer Engagement	A reduction of the Adult Social Services communications and refreshments budgets to support user and carer engagement through Partnership Boards.	Service Reduction	(35)	0	0	Engagement with users & carers helps inform the commissioning of services. Alternative (no or low cost) forms of feedback will therefore need to be developed.
6	Aids Support Grant	The saving will come from the deletion of the vacant post for an African Outreach Worker.	Service Reduction	(22)	0	0	Savings proposal potentially has a differential impact for this particular client group. However families with eligible care needs will continue to be supported
7	Enablement Service	Reduction of the administrative post to book British Sign Language interpreters.	Efficiency	(38)	0	0	Savings proposal achieved through commissioning efficiencies with minimal impact on level of service to clients. Issues of perceived quality of a non locally run service amongst client group.The provision of British Sign Language Interpreting will not be affected it is the administrative elements which will change.
8	Social Work	Reduction of social work capacity as more people manage their own care arrangements through direct payments.	Efficiency	0	0	(450)	It is too early to fully assess the imct of direct payments becoming the default mechanism for care packages as set out in the vision for social care, hence this proposal is in year 3 and will need to be equality impact assessed in 2011/12. However social work capacity is key to enabling the most vulnerable to make choices and
9	Commissioning & Transformation	Integrating similar functions across health and social care commissioning to reduce management costs and support joined up services.	Efficiency	(50)	0	(40)	The reduction relates to joint commissioning and should be of benefit to the public through promoting an integrated approach across health and social care .
10	Integration across Council	Integrating similar functions across health and social care teams and provision to reduce management costs and deliver joined up services.	Efficiency	0	0	(300)	Any impact of client groups would be minimal and non differential.

Scenario budget planning - savings

Service		Adult Social Services					Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
11	Social Work - Mental Health Trust	Reducing mental health social work costs as a result of a restructure in the Mental Health Trust along service lines	Efficiency	(228)	0	0	Proposal would impact differentially on mental health client group as social work capacity will be targeted at those people with ongoing mental health and social care needs to promote inclusion and recovery as well as discharge statutory duties in relation to the Mental Health Act.
12	Social Work - Long Term Conditions	Closer working with the NHS on long term conditions	Efficiency	0	(40)	(40)	Proposal would impact differentially on client with more complex needs.
13	Hospital Social Care Teams	Transfer of funding responsibility from social care to the NHS acute trusts for post discharge support for up to 30 days including the arranging of the care.	Efficiency	(140)	0	0	Any impact of client groups would be minimal and largely non differential.Risks will be mitigated by NHS money
14	Barnet Garden Project	Staffing reductions through the closure of Gardening Project run by Barnet Learning Disability Service.	Service Reduction	(85)	0	0	Proposal affects Learning Disability clients differentially and consultation would need to be handled carefully and people's affected will have their eligible needs met in a different way.
15	Supporting People	Total of 5% savings per annum levied on supporting people contracts.	Service Reduction	(210)	(210)	(210)	Savings proposal achieved largely through commissioning efficiencies. Requires careful management of decommissioning process to ensure equitable impact on client and that people with social care needs are assessed and their eligible social care needs met.
16	Supporting People	Efficiencies through changing the way that the older people's supported housing service is delivered	Efficiency	(150)	(150)	0	Differential impact on client group . Consultation undertaken and full EIA part of Options for the future of housing with support for older people Cabinet paper 14/02/11
17	Supporting People	Reduction of the contract value for Generic Floating Support	Service Reduction	(132)	(132)	(132)	Savings proposal achieved largely through commissioning efficiencies with minimal impact on level of service to clients. Careful consultation and EIA required nevertheless.The service is largely preventive.
18	Third Sector	Delivering efficiencies and reducing costs through the voluntary sector working together.	Service Reduction	(350)	(550)	0	Requires careful management of decommissioning process to ensure equitable impact on client groups. Consultation and EIA completed .
19	Younger Adults - Learning Disabilities	Greater use of public transport and concessionary travel arrangements to support a reduction in the funding of individual transport packages of care.	Service Reduction	(50)	0	0	Proposal affects clients differentially and with potential for adverse impact. This will be mitigated through completion of individual assessments to ensure that eligible needs are met..
20	Cross-Cutting Savings	Reduction in Waking Night staffing cover for both commissioned and in house services through use of Telecare	Efficiency	(88)	0	0	Savings proposal achieved through innovative use of technology. Risk of perceived quality issues amongst client group requiring careful consultation.
21	Younger Adults - All Groups	Greater community and family involvement in supporting disabled people to lead ordinary lives.	Efficiency	(150)	(615)	(465)	Largely non differential impact but likely to be perceived by some clients and carers in a negative way and therefore requiring careful consultation. Carers assessments and carers support to be in place to help mitigate impact on the family.
23	Younger Adults - Mental Health -	Better use of Mental health day opportunities	Service Reduction	0	(8)	0	Differential impact which in practice has a low probability of occurrence but wil be mitigated by assessment and eligible needs being addressed.
24	Drugs & Alcohol Service	Greater use of non residential rehab placements for people with substance misuse.	Service Reduction	(20)	(20)	(10)	Differential impact which in practice has a very low probability of occurrence.

Scenario budget planning - savings

Service		Adult Social Services					
Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			Equality Impact Assessment
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
25	Asylum Seekers	Reduction in the spend on asylum seekers as a result of the projected fall in numbers of asylum cases	Service Reduction	(13)	0	0	Differential impact which in practice has a very low probability of occurrence.
Efficiencies			Type				
26	Transport	To merge Adults Day Care Transport with Children's Special Needs Transport by merging routes and/or reconfiguring opening times of Day Centres.	Efficiency	(104)	(28)	0	Separate EIAs completed for service users and staff. No changes to the level of service provided though up to 300 clients are potentially affected as a result of streamlining pick-up and drop-off times. Consultaion completed.
27	Transport Services	Reduction in the cost of administering Freedom Pass renewals	Efficiency	(32)	0	0	Negligible impact.
28	Communications Budget	Reduction in the Adults Social Services communications budget supported by a greater use of the web to reduce print costs.	Efficiency	(40)	0	0	Provision of Information & Advice contributes to good outcomes for service users and "self funders". Savings proposals will need to be carefully assessed to minimise the impact on Barnet residents, in particular "hard to reach" people.
29	Learning & Development	Greater efficiencies in commissioning and provision of training and development opportunities for Adult Social Care	Efficiency	(185)	(20)	(30)	Staff development and training is an investment and contributes to quality services. Apart from reduced support to the graduate/social work degree schemes, the savings proposals are largely back-office/administration efficiencies
30	Training	Training offer reduced to only support safeguarding and meet regulatory requirements.	Efficiency	(150)	0	0	Limiting the training offer to safeguarding will have a gradual detrimental effect on professional development/practice and staff morale with an indirect - though non differential - impact on the quality of services to clients.Joining up with other authorities and using internal expertise will help mitigate the impact.
31	Supply Management & Direct Payments Team	Reductions in back office transactional functions (Supply Management) through new ways of working.	Efficiency	0	(63)	(63)	Savings proposals targeted to back-office and contract management efficiencies therefore any impact on clients likely to be negligible, indirect and non differential.
32	Financial Assessments	Reductions in back office transactional functions (Financial Assessments) through new ways of working.	Efficiency	0	(16)	(16)	Savings proposals targeted to back-office and contract management efficiencies therefore any impact on clients likely to be negligible, indirect and non differential.
33	Performance & Supply Management	Reductions in back office transactional functions (Business Systems and Business Support) through new ways of working.	Efficiency	(41)	(91)	(110)	Savings proposal related to back-office efficiencies. Impact on client groups is minimal and non differential.
34	Across Services	Reduction of Strategic Commissioning capacity as service users directly commission services through direct payments.	Efficiency	0	0	(318)	Savings proposal would need to be implemented carefully to ensure a non differential impact on client groups.
35	All Services	Sharing services with other Local Authorities and therefore reducing management costs .	Efficiency	0	0	(250)	Impact on client groups would be minimal and non differential as savings proposal largely relates to back-office functions.
36	Care Services Delivery Management	Reduction of service management capacity within Care Services Delivery.	Efficiency	(30)	0	0	Non differential impact on client group as workload would be reallocated amongst existing management structure.
37	Enablement Services	Transfer of funding responsibility for home care enablement from social care to the NHS acute trusts for post discharge support for up to 30 days to enable hospital discharge and prevent re-admissions.	Income / charging	(500)	0	0	Any impact of client groups would be minimal and largely non differential. Risks will be mitigated by income from health.

Scenario budget planning - savings

Service		Adult Social Services					Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
38	Across Services	Efficiencies through joint procurement with the NHS for Continuing Health Care	Efficiency	(400)	(200)	0	Likelihood of occurrence is minimal though any impact would be on more complex cases.
39	Learning Disabilities	Relocation of the Learning Disability Service from Ballards Lane to North London Business Park	Efficiency	(34)	0	0	This is an efficiency saving with minimal impact on LD client group.
40	In-House Services - General	Reduction in running costs for learning disability inhouse services.	Efficiency	(55)	0	0	This is an efficiency saving with minimal impact on client group.
41	Rosa Morrison / Barnet Independent Living Service	Targeted staffing reductions & efficiencies to non front line support staff within in-house services.	Efficiency	(87)	0	0	This is an efficiency saving with minimal impact on client group.
42	Agatha House/ Supported Living Service	Reduction in management costs across the Barnet Supported Living Service and Agatha House through deregistration enabling integration into the supported living service.	Efficiency	(74)	(25)	0	Proposal affects LD clients differentially albeit potentially positively. Consultation would need to be handled carefully.
43	The Space	Remodelling of the Space day centre and integration with the Community Support Team.	Efficiency	(132)	0	0	Proposal affects learning disabled clients differentially albeit potentially positively. Consultation would need to be handled carefully.
44	The Space	Reduction in running costs	Efficiency	(50)	0	0	Proposal affects learning disabled clients differentially albeit potentially positively and consultation would need to be handled carefully.
45	Community Mental Health Network	Rationalising facilities costs through the disposal of the Network site on Station Road	Efficiency	(30)	(30)	0	Proposal affects MH clients differentially though impact expected to be minimal. Consultation would need to be handled carefully.
46	Equipment and Adaptations	Implementing a retail model for small pieces of equipment & adaptations service to reduce delivery and collection costs and give people more choice.	Efficiency	(200)	(100)	0	Proposal affects clients differentially albeit potentially positively. Consultation would need to be handled carefully.
47	Home & Community Support / Enablement	Savings related to better ways of procuring and contracting for Home & Community Support & Enablement services.	Efficiency	(1,200)	0	0	Proposal affects clients differentially albeit potentially positively. Eligible needs will continue to be met via newly contracted providers.
48	Home & Community Support / Enablement	Retendering of electronic call monitoring service for vulnerable adults	Efficiency	(30)	(30)	0	Savings proposal achieved through commissioning efficiencies with minimal impact on clients.
49	Younger Adults: Physical Disabilities	Reducing spend on 20 highest cost external Residential & Nursing Care placements through negotiation with these providers	Efficiency	(85)	0	0	Proposal may affect clients differentially however the reductions will come from expensive costs and individual needs should not be compromised..
50	Younger Adults -Learning Disabilities	Implementation of a national costing model for all Supported Living placements.	Efficiency	(200)	(100)	(200)	Proposal affects clients differentially albeit potentially positively.
51	Cross-Cutting Savings	Implementation of a national costing model for all younger adults residential care placements.	Efficiency	(800)	(400)	(300)	Proposal affects clients differentially albeit potentially positively.
52	Meals at Home	Re-tendering of Meals at Home contract	Efficiency	(70)	(10)	0	Proposal has resulted in no change of provider so risks are mitigated.

Scenario budget planning - savings

Service		Adult Social Services					
Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			Equality Impact Assessment
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
53	Cross-Cutting Savings	Working with providers to contain inflationary pressures.	Efficiency	(600)	(600)	(600)	Savings proposal achieved through commissioning efficiencies with minimal impact on clients.
54	Older Adults/PSI - Other Services	Integration of the Home Bathing Service as part of service offered by the Home and Community Support providers.	Efficiency	(25)	0	0	Proposal affects clients differentially. People who have eligible needs will be provided for.
55	Older Adults - Residential & Nursing Provision	Reduction of five nursing beds from the block contract	Efficiency	(130)	0	0	Savings proposal achieved through commissioning efficiencies with minimal impact on clients.
56	Older Adults - Residential & Nursing Provision	Reduction of 30 block residential beds to reflect falling admission rates into residential care and better use of the contract	Efficiency	0	(800)	(200)	Savings proposal achieved through commissioning efficiencies with minimal impact on clients.
57	Younger Adults: Physical Disabilities	Ensuring that Direct Payments promote independence.	Efficiency	(20)	(20)	(20)	Non differential impact but likely to be perceived by clients in a negative way and therefore requiring careful consultation.
58	Younger Adults: Mental health	Enabling people to move from residential care into a home of their own with support.	Efficiency	(150)	(150)	(150)	Differential impact on MH client group. Move to supported living likely to be positive for most tenants.
59	Reduction of 30% spend on the Social Care Reform Grant	Reductions in consultancy and streamlining of back office functions through implementation of LEAN systems.	Efficiency	(480)	0	0	This is primarily a back-office efficiency saving with minimal impact on clients. Front-line positions being deleted are spread across groups, avoiding differential impact.
Other			Type				
60	Brain Injury Rehabilitation Unit	Regional Primary Care trusts have decommissioned the Brain Injury rehabilitation unit which includes funding to the Council for one social worker post.		0	0	0	Service commissioned by Health and will be commissioned from an alternative provider.
TOTAL				(8,660)	(4,857)	(3,944)	

Scenario budget planning - savings

Service		Chief Executives		Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	E' Recruitment	Procurement - E Recruitment	N	(1)	(1)	0	
2	Channel Shift	Customer Service Organisation Programme - consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact	Efficiencies	(60)	(80)		Developing the council's website to enable customers to find information or transact online, will reduce the overall number of calls and personal visits to the council. This will reduce demand on telephone and face-to-face contact staff, enabling more
3	Revenue Income Optimisation	Implementation of Revenue Income Optimisation project	Income Charging	0	(30)	(30)	No differential impact on different communities or groups
4	Revenue Income Optimisation	Development of Settlement Checking Service (i.e. indefinite leave to remain)	Income Charging	(8)	(10)		No differential impact on different communities or groups
5	Procurement	Saving from procurement of Customer Services Organisation	Efficiencies		(300)		To be developed as part of options appraisal and business case
6	Customer Service Organisation	Consolidation of management roles at Burnt Oak Customer Service Centre	Efficiencies	0	(60)		See consolidation EIA above
7	Customer Service Organisation	Consolidation of management roles as a result of customer service consolidation and subsequent procurement	Efficiencies		(60)		See consolidation EIA above
8	Customer Service Organisation	Reduction in team management roles as a result of contact centre consolidation	Efficiencies	(25)	(50)		See consolidation EIA above
9	Libraries	Strategic review of libraries, to build a model for the service for the next 10 years. The project aims to provide better service for less money, focus service on needs within borough, extend partnerships with local partners, improve use of assets, and seek greater efficiency.	Efficiencies		(500)		The strategic library review has developed a comprehensive consultation and engagement programme to understand local needs. Data and customer information will be used to inform plans for the future. A full EIA will be developed to accompany the options presented by the review in when it reports in March 2011. We are reviewing the work of the project to date, to ensure that the review is comprehensive and can provide a full EIA.
10	Libraries	Consider alternative governance model for library service, including closer partnerships with other local authorities and local partners.	Efficiencies		(135)	(275)	Equality impact assessment of this would be completed at high level within strategic library review (see above). Should this project develop, a detailed impact assessment would be carried out.
11	Libraries	Review operation of mobile library and home library service to focus on need.	Efficiencies	(75)	(40)	(10)	C.22 regular users to be offered alternative model. The stops to be removed a school stop (viable as the library in the school has been developed, and we can support via our traded service); a stop regularly attended by two older adults who would be provided services through the home service; a small number of children and adults using the Bell Lane stop (10 mins from Hendon library) who can be offered access to the library in the same time slot. Older or vulnerable adults to be provided the home library service as an alternative.
12	Libraries	Funding to operate Church Farm House Museum and support Barnet Museum to be withdrawn, taking effect from 1 April 2011. By 31 May 2011, review two proposals to operate museums independently (at zero cost to the Council) while also considering other options for future of the services.	Service Reduction	(40)	(60)	(40)	Non-provision of museum services could impact on visits from children (via schools), and opportunity to access culture, heritage and museums within the borough.
Service Review / Reorganisation or Reduction			Type				
13	Customer Services	Reduction in opening times at customer Services centre	Service reduction	(6)			No equalities impact expected as footfall at Burnt Oak Customer Services on a Saturday is low; around 26 contacts for customer services, most of which are people whose queries cannot be resolved because back office services and Housing Benefits are closed on a Saturday. For those customers who work on weekdays, the council offers a late service on Thursday evenings until 8pm.

Scenario budget planning - savings

Service		Chief Executives		Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
Efficiencies			Type				
14	Customer Services	Review and consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact	Efficiencies	(45)	(90)		See consolidation EIA above
15	Estate costs	Capital programme to: reduce (c.£1m - 2m) maintenance backlog; reduce energy costs; and building backlog. This could present savings from the building budgets	Efficiencies		(30)		No differential impact on different communities or groups
16	Library support costs	Reduction of spending on supplies and services	Efficiencies	(64)	0	0	No differential impact on different communities or groups
17	Library Bibliographical Services	Full effect of restructure of 2010	Efficiencies	(25)	0	0	No differential impact on different communities or groups
18	Media fund	Improve efficiency of book buying, reducing costs of replacement of books	Efficiencies	(10)	(10)		No differential impact on different communities or groups
19	Archives	Archive moves to Hendon library, completed in in 2010.	Efficiencies	(12)			No differential impact on different communities or groups
20	Customer services	Reduction in external advertising	Efficiencies	(2)			No differential impact on different communities or groups
21	Registration & Nationality Team	Relocate registry office to Hendon	Efficiencies		(50)		No differential impact on different communities or groups
Other			Type				
22	Executive Directors	Efficiency saving from restructure of Director's Group -	Efficiency	(596)	0	0	Potential impact on ability to deliver regeneration and housing reform.
23	Grants	Efficiency savings from rationalising the processing of grants	Efficiency	(43)	0	0	Less monitoring of outcomes may disproportionately affect equalities groups.
24	Grants	Withdraw funding for Community Barnet's Funding Advice Service	Service reduction	(35)	0	0	Some loss of external funding to organisations serving equalities groups.
25	Grants	Withdraw funding for North London Community Accountancy project	Service reduction	(15)	0	0	Little impact compared to loss of frontline services.
26	Grants	Consolidation of small grants programme into wider innovation fund	Service reduction	(26)	0	0	Enhanced provision though Big Society Innovation Fund
27	Grants	Withdrawal of core funding for Arts Depot	Service reduction	(194)			Main impacts would be if programmes for younger, older and disadvantaged people could no longer be delivered; and loss of art depot's inclusive programming.
28	Grants	Reduction in funding for the Arts preventative programme	Service reduction	(4)	(8)	(8)	Impacts mainly on older and disabled people, as well as other groups of disadvantaged people.
29	Grants	Reduce Community Barnet core funding	Service reduction	0	(7)	(10)	By virtue of Community Barnet's membership impacts significantly on groups which serve users from equalities groups.
30	Grants	Refocus community advice services to greater target need	Service reduction	(25)	(64)	(57)	Impacts disproportionately on residents from equalities groups and those with lower incomes.
31	Mayor's office	Change to overtime arrangements for mayoral drivers	Service reduction	(10)	0	0	No specific impact.
32	Mayor's office	Reduce council support for civic events/town twinning	Service reduction	(8)	0	0	No specific impact.
33	Mayor's office	Restructure Mayor's office	Efficiency	(15)	0	0	No specific impact.
34	Communications	Delete vacant assistant comms officer post	Service reduction	(31)	0	0	No specific impact.
35	Communications	Reduce funding for Assistant Director Communications post	Service reduction	(30)	0	0	No specific impact.
36	Policy	Preventing Violent Extremism Programme	Service reduction	(144)	0	0	Equality Impact Assessment: Risk that the positive impact on community cohesion is not sustained. Evaluation report will recommend on how to mainstream the work.
37	Registration & Nationality Team	Development of Settlement Checking Service (i.e. indefinite leave to remain)	Income Charging	(7)	0		No differential impact on different communities or groups

Scenario budget planning - savings

Service		Chief Executives		Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
38	Libraries	Implementation of Revenue Income Optimisation project	Income Charging	(10)			N/A. Income could be achieved by increasing number/range of vending machines or other café products.
39	Registration & Nationality Team	Development of Nationality Checking Service (NCS)	Income Charging	(25)			No differential impact on different communities or groups
40	Registration & Nationality Team	Provide professional photography at Citizenship Ceremonies	Income Charging	(5)			No differential impact on different communities or groups
41	Registration & Nationality Team	Charge for priority issue of certified copies of historic entries.	Income Charging	(3)			No differential impact on different communities or groups
42	Registration & Nationality Team	Increase wedding fees	Income Charging	(6)	(4)		No differential impact on different communities or groups
43	Libraries	Pending decision on reduced Bookstart grant. Reduction of all grant would cease service	Service Reduction				
TOTAL				(1,604)	(1,589)	(430)	

Scenario budget planning - savings

Service	Children's Services
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				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	Transport	Transport for pupils with Special Educational Need	Efficiency	(258)	(27)	0	Equality implications addressed within One Barnet project
2	Revenue Income Optimisation	Introduce new income generation opportunities in children centres, contact centre and through charging for training	Income Generation	(21)	0	0	The proposed changes to charges would take place across a range of areas, and consequently schools, children's centres, parents, pupils, NLBP staff, and partner organisations are among those likely to be impacted. The proposal to increase charges for civic catering could potentially have a larger impact on women, as they are overrepresented in the workforce at NLBP.
3	E-Recruitment	E-recruitment	Efficiency	(17)	(20)	0	
4	New Relationship with Schools	Reduce school improvement support service for primary and secondary schools, leaving a residual service to monitor and challenge under performing schools.	Service reduction	(633)	(37)	(13)	An Equalities Impact Assessment has been completed and appears in full as an Appendix to this report. It assesses impacts and how these may be mitigated.
5	Early Intervention & Prevention	Invest in early intervention and prevention services to save on the use of high end, high cost acute services	Efficiency	0	0	(2,180)	The proposal is likely to have a positive equalities impact as the interventions will be targeted towards children and young people and their families most at risk of negative outcomes. This is likely to include those known to the youth offending team, known to children's social care and those in schools and other settings with additional needs.
6	Youth Offer (1)	Reshape and reduce youth support services through increased commissioning of delivery, seeking efficiencies through integrating services and income generation, reducing local authority directly provided activities and reducing universal information advice	Service reduction	(1,407)	0	0	An Equalities Impact Assessment has been completed and appears in full as an Appendix to this report. It assesses impacts and how these may be mitigated.
Service Review / Reorganisation or Reduction			Type				
7	Youth Offer (2)	Cease youth services at two premises (premises costs)	Service Reduction	(50)	0	0	An Equalities Impact Assessment has been completed and appears in full as an Appendix to this report. It assesses impacts and how these may be mitigated.
8	Youth Offer (3)	In addition to the reduction in budget above, further cut financial support for youth related services to further reduce activities and commissioning budgets.	Service Reduction	0	(500)	0	The proposal may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage, such as those at risk of exclusion or young offenders, may be disproportionately affected by a reduced universal service as they are likely to have higher support needs. Teenagers with lower support needs may be disproportionately impacted by the reduction in universal services. The needs of these service users will be taken into account when further developing the proposal.
9	Youth Offer (4)	Cease all remaining activity to support young people through youth services	Service Reduction	0	0	(958)	The proposal may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage, such as those at risk of exclusion or young offenders, may be disproportionately affected by a reduced universal service as they are likely to have higher support needs. Teenagers with lower support needs may be disproportionately impacted by the reduction in universal services. The needs of these service users will be taken into account when further developing the proposal.

Scenario budget planning - savings

Service	Children's Services
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Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			Equality Impact Assessment
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
10	Building Resilience, Supporting Independence (BRSI)	Re-focus expenditure for children centres and related intervention and prevention services	Service Reduction	(285)	0	0	An Equalities Impact Assessment has been completed and appears in full report on the Cabinet Agenda. It assesses impacts and how these may be mitigated.
11	Behavioural and High Incidence support (1)	Reduce behavioural support for schools	Service Reduction	(67)	0	0	An Equalities Impact Assessment has been completed and appears in full in an Appendix to this report. It assesses impacts and how these may be mitigated.
12	Behavioural and High Incidence support (2)	Further cut the behavioural and high incidence support service to focus on the delivery of statutory responsibilities, reducing training and support for schools and teachers.	Service Reduction	(150)	0	0	An Equalities Impact Assessment has been completed and appears in full in the Appendix to this report. It assesses impacts and how these may be mitigated.
13	Behavioural and High Incidence support and educational psychology (3)	Cease behavioural and high incidence support and reduce educational psychology service to further focus on the delivery of statutory responsibilities only, reducing individual work with children, training and support for schools and teachers.	Service Reduction	0	0	(233)	Vulnerable young people already experiencing some form of disadvantage may be disproportionately affected as they are more likely to be service users. Children with special educational needs relating to emotional, social, language and behavioural difficulties and males particularly from black African and Caribbean backgrounds may be impacted as they are potentially more at risk of exclusion. The needs of these service users will be taken into account when further developing the proposal.
14	Arts, play and sports	Reduce commissioning budgets for arts, play and sports	Service Reduction	(104)	0	0	An Equalities Impact Assessment has been completed and appears in full in the Appendix to this report. It assesses impacts and how these may be mitigated.
15	Child and Adolescent Mental Health Service	Reduce contribution to Child and Adolescent Mental Health commissioning budget which funds a range of treatments and interventions for children experiencing poor emotional and mental health	Service Reduction	0	(100)	0	There may be a negative equalities impact on children and young people in Barnet as young people with mental health needs are likely to be disproportionately affected by this proposal. We will seek to ensure that remaining resources are targeted at those most in need and that the needs of vulnerable groups of service users, such as disabled young people, are taken into account when developing options for service reduction.
16	Schools and Learning; 14-19 curriculum	Further reshape/reduce of 14-19 curriculum team	Service Reduction	0	0	(90)	The impact of the proposal to reduce the 14-19 curriculum and commissioning function is not fully known as it will be dependent on the future shape of 14-19 government policy and the organisations that will deliver on this. However, the best available information suggests that there may be a negative equalities impact on a number of equalities strands, especially those aged 14 to 19, if the local authority has no oversight of the diversity and quality of learning opportunities and there is no agency taking on this role. Young people in vulnerable groups are the most likely to be adversely affected if a sufficient breadth of courses are not provided in the borough.
17	Teenage pregnancy	Cease all support for services aimed at reducing teenage pregnancy	Service Reduction	(90)	0	0	An Equalities Impact Assessment has been completed and appears in full in the Appendix to this report. It assesses impacts and how these may be mitigated.

Scenario budget planning - savings

Service	Children's Services
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Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			Equality Impact Assessment
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
18	Substance misuse	Cease commissioning of services for supporting and preventing substance misuse	Service Reduction	0	0	(150)	The proposal may result in a negative equalities impact on young people in Barnet, especially those in vulnerable groups, such as young offenders, who may be more likely to require support around substance misuse. Males are also more likely to use universal/targeted services and so may be impacted slightly more. The family support workers proposed as part of the early intervention 'Invest to Save strategy' will support families where young people have substance misuse issues, which should help to partially mitigate the impact of the proposal. It is possible that a small substance misuse service for young people in Barnet may remain, but this is dependent on NHS funding which is currently unknown.
19	Children's Social Care (1)	Reduce support for Children in Care provided to support their educational achievement and to promote good health and healthy lifestyles	Service Reduction	0	(100)	0	This proposal may result in a negative equalities impact on children and young people in care, who are already a disadvantaged group and whose educational attainment remains significantly below that of other groups of children. Males and those from a black background are slightly overrepresented in children in care and so may be especially impacted. Remaining resources to support children in care will be targeted at those most in need, and we will seek to broaden the skills base of remaining staff to deliver as full a service as possible.
20	Children's Social Care (2)	Review and reduce adoption allowances for new children placed for adoption. Review and reduce clothing and holiday expenses for children coming into care	Service Reduction	0	(110)	0	The proposal may result in a negative equalities impact on children and young people in care, already a disadvantaged group, both due to the reduction in allowances received by them and as reduced payments might discourage foster carers and adopters. When deciding how best to reduce payments we will be especially sensitive to the consequences for hard to place children and young people, who receive the highest allowances.
21	Children's Social Care (3)	Cease specialist social work services for children and young people with emotional and mental health needs	Service Reduction	0	0	(249)	There may be a negative equalities impact on children and young people in Barnet as some of our most vulnerable young people, those known to social care and already likely to be experiencing multiple disadvantage, may be disproportionately affected by this proposal and unable to access specialist mental health services. It is also proposed to reduce the overall Child and Adolescent Mental Health commissioning budget. A small commissioning pot for specialist services will remain, and we will seek to ensure that the available resources are targeted towards those with the greatest need.
Efficiencies			Type				
22	Disabled Children's Service	Reduce costs through effective early intervention and prevention services to save on the use of high end, high cost acute services	Service Reduction	0	0	(280)	The proposal is most likely to have a neutral equalities impact on children and young people in Barnet as the reduction in support packages for disabled children and young people should be balanced out by the increase in use of individual budgets and direct payments, which has already been proven to reduce expenditure. Targeted early intervention with families (part of the invest to save strategy) should also help to mitigate the proposal.
23	Management restructure	Restructure Children's Service senior management	Efficiency	(200)	0	0	The proposed restructures are not likely to result in a significant change in the service delivered, and as such they are not likely to have a significant equalities impact on service users.
24	Transport	Saving from greater efficiency for transport for pupils with Special Educational Need	Efficiency	(42)	0	0	Equality implications addressed within One Barnet project

Scenario budget planning - savings

Service	Children's Services
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Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			Equality Impact Assessment
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
25	Revenue Income Optimisation	Introduce new income generation opportunities	Income Generation	(6)	0	0	The proposed changes to charges would take place across a range of areas, and consequently schools, children's centres, parents, pupils, NLBP staff, and partner organisations are among those likely to be impacted. The proposal to increase charges for civic catering could potentially have a larger impact on women, as they are overrepresented in the workforce at NLBP.
26	Increase fees and charges	Increase existing fees and charges across children's service	Income Generation	(102)	(50)	(50)	The proposed changes to charges would take place across a range of areas, and consequently schools, children's centres, parents, pupils, NLBP staff, and partner organisations are among those likely to be impacted. The proposal to increase charges for civic catering could potentially have a larger impact on women, as they are overrepresented in the workforce at NLBP.
27	Workforce development, communications, performance and administration	Restructure and reduce workforce development, communications, performance and administration support functions	Efficiency	(212)	(100)	(100)	The proposed restructures are not likely to result in a significant change in the service delivered, and as such they are not likely to have a significant equalities impact on service users.
28	Building Schools for the Future	Building Schools for the Future discontinued	Efficiency	(250)	0	0	None
29	Specialist Advisory Team for children with hearing and/or visual impairment and other complex needs	Develop a different delivery model for specialist advisory services	Efficiency	(100)	0	0	The proposed restructures are not likely to result in a significant change in the service delivered, and as such they are not likely to have a significant equalities impact on service users.
30	Schools and Learning; 14-19 curriculum (efficiency)	Reshape 14-19 Curriculum delivery team (efficiency)	Efficiency	(50)	0	0	The proposed restructures are not likely to result in a significant change in the service delivered, and as such they are not likely to have a significant equalities impact on service users.
31	Pupil Referral Units	Reshape provision for children excluded from school	Efficiency	0	0	(250)	The equalities impact of the proposal is not yet known, as it is dependent on the effectiveness of the early intervention and prevention services put in place. If, as anticipated, the investment in early intervention and prevention results in fewer children excluded from school this will help to reduce demand, balancing out the proposal and resulting in a neutral equalities impact. If it does not, males from black backgrounds, young offenders and those in older age groups may be more impacted as they are more at risk of exclusion. Young people in mainstream schools may be impacted if there are fewer places at the Pupil Referral Unit but demand is not reduced.
32	All	The Early Intervention Grant is a new unfenced grant that incorporates a number of previously ringfenced grants, the most significant of which was Sure Start and Early Years Grant. This proposal is for a 30% reduction in services previously funded by this grant (see separate agenda item - Children's Centres and Related Services)	Service Reduction	(2,400)			An Equalities Impact Assessment has been completed and appears in full report on the Cabinet Agenda. It assesses impacts and how these may be mitigated.
TOTAL				(6,444)	(1,044)	(4,553)	

Scenario budget planning - savings

Service		Commercial Services					
				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12 £'000	2012-13 £'000	2013-14 £'000	
One Barnet Programme							
	Revenue Income Optimisation			0			
1	E' Recruitment	E recruitment	Efficiency	(1.3)	(1.5)		None
2	New Support Organisation	Transformation of the Estates Service	Efficiency		(135)		Quality assurance in service delivery following the transformation is essential to ensure appropriate service levels and reduced cost to the taxpayer
3	New Support Organisation	Transactional Procurement transformation	Efficiency		(10)		Quality assurance in service delivery following the transformation is essential to ensure appropriate service levels and reduced cost to the taxpayer
4	New Support Organisation	Consolidation of Estate Service Structure	Efficiency	(100)			Quality assurance in service delivery following the transformation is essential to ensure appropriate service levels and reduced cost to the taxpayer
5	New Support Organisation	Alternative Service delivery model :estimate of savings available	Efficiencies	0	(600)	0	No impact
6	New Support Organisation	Consolidation of IS from service areas	Efficiencies	(96)	(224)	0	No impact
Other			Type				
7	Facilities Management and Document production	Savings from renegotiating key contracts	Efficiency	(45)			None
8	Asset Management	Reduction of resource earmarked for external asset management services. Service delivered using different framework arrangements and reorganisation of team as appropriate.	Efficiency	(100)	0	0	None
9	Estates	Costs of maintaining properties pending sale	Efficiency		(120)	(120)	None - Security of empty buildings is critical is safeguarding sites from trespass and to keep the area surrounding the property secure. It is essential for the reputation of the council that vacant properties are managed well.
10	Property services	Re-evaluation of car allowances.	Efficiency	(32)			None
11	Property services	Barnet House sub lease - Estates strategy of consolidation has vacated parts of Barnet House and made them available for lease	Income / Charging	(141)	(96)		None
12	Estates- public offices	Estimated savings from renegotiation of rents and service charges for office accommodation	Efficiency	(52)	(270)		None
13	Estates- public offices	Rentals from sub leasing of office accommodation	Efficiency			(250)	None
14	Estates - Public Offices	Barnet House- sub letting of space no longer required by LBB	Income / Charging		(380)	(212)	None
15	Mill Hill depot	Savings in Facilities Management from relocation of depot	Efficiency	0	0	(150)	None
16	Property services	Increased commercial rents income	Income / Charging	(50)	(50)		None
17	Commercial Directorate	Further review of contracts and support staff on consolidation	Efficiencies	(400)			None
18	Information Systems (IS)	7.5% target saving from all IS contracts	Efficiencies	(3)	0	0	No impact
19	IS Infrastructure	"Infrastructure as a service" contract implemented by Sept 2011. Consolidate infrastructure managed service, all infrastructure assets and all circuit costs into single contract.	Efficiencies	(150)	(150)	0	No impact
20	IS	Renegotiated extended contract for the Managed Services from July 2011. Target 10% additional saving.	Efficiencies	(73)	(24)	0	No impact
21	IS Support	Consolidate libraries IS support staff	Efficiencies	(35)	(22)	0	No impact
TOTAL				(1,278)	(2,083)	(732)	

Scenario budget planning - savings

Service		Corporate Governance		Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	E' Recruitment	E-recruitment projected savings	Efficiencies	(1)	(1)		
Service Review / Reorganisation or Reduction			Type				
2	Crime and Anti Fraud Team (CAFT)	Reorganisation	Efficiencies	(21)	(9)	(9)	No adverse impact on service provision has been identified.
3	Corporate Governance Directors	Reorganisation	Efficiencies	(35)			Not applicable.
4	Performance & Organisation Development	Reorganisation	Efficiencies	(130)			No adverse impact on service provision has been identified.
5	Electoral Registration	Reorganisation	Efficiencies	(27)			Not applicable.
6	Elections Team	Reorganisation	Efficiencies	(70)			Not applicable.
7	Democratic Services	Reorganisation	Efficiencies	(120)	(50)	(50)	No adverse impact on service provision has been identified.
Efficiencies			Type				
8	Legal Services	Rationalisation	Efficiencies	(116)	(90)	(50)	An EIA has been conducted and there are no significant direct implications for this proposal.
9	Legal Services/ Democratic Services	Reduction in expenditure	Efficiencies	(15)		(30)	Not applicable.
10	Insurance	Insurance re-profile	Efficiencies	(11)			Not applicable.
11	Cross-directorate	Expenditure reduction	Efficiencies	(10)	(10)	(10)	Not applicable.
12	Cross-directorate	Rationalisation	Efficiencies			(40)	Not applicable.
13	Civil protection	Reduction in expenditure across the service	Efficiencies	(20)			Not applicable.
			Type				
14	Democratic Services	Revision of Members allowances	Efficiencies	(100)			Not applicable.
TOTAL				(676)	(160)	(189)	

Scenario budget planning - savings

Service

Deputy Chief Executive Services

				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	New Support Organisation	Alternative service delivery provision - Revenues and Benefits	Efficiencies		(256)		
2	New Support Organisation	Alternative service delivery provision - Human Resources	Efficiencies		(150)		
3	New Support Organisation	Alternative service delivery provision - Finance	Efficiencies		(345)	(120)	Completed Equalities Assessment
4	E' Recruitment	E Recruitment will provide the organisation with an online system which will deliver process improvements for HR and reduction in advertising costs for directorates.	Efficiencies	(81)			
5	Revenue Income Optimisation	Introduction of Pre Paid Cards	Efficiencies		(40)		Completed Equalities Assessment
6	Procurement	Procurement savings - Office Supplies	Efficiencies	(30)			Completed Equalities Assessment
7	Procurement	Rationalisation of individual vendor payments/individual charge to BT/SAP Optimisation improvements	Efficiencies	(30)			Completed Equalities Assessment
8	E Recruitment	Procurement	Efficiencies	(1)	(1)		Completed Equalities Assessment
Service Review / Reorganisation or Reduction			Type				
9	Human Resources	HR efficiency savings post implementation of One Barnet	Service Reduction			(300)	
10	Human Resources	Workforce saving as part of e recruitment	Service Reduction	(45)			
11	Finance Support	Reduction of 1 vacant Finance Assistant post	Efficiencies	(30)			As this is an efficiency and Finance is a back office function there is no impact on the Equalities Impact Assessment
12	Accounts Payable	Reduction of 1 vacant General Assistant post	Efficiencies	(24)			As this is an efficiency and Finance is a back office function there is no impact on the Equalities Impact Assessment
13	Exchequer Savings	Restructure - merge of management roles	Efficiencies		(55)		As this is an efficiency and Finance is a back office function there is no impact on the Equalities Impact Assessment
15	Internal Audit	Cessation of schools audit	Service Reduction	(34)			Completed Equalities Assessment

Scenario budget planning - savings

Service

Deputy Chief Executive Services

Line Ref.	Service area	Description of saving	Savings Type	Expected revenue savings (pa) £'000			Equality Impact Assessment
				2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
16	Risk Management	Restructuring and consideration of alternative delivery options	Service Reduction	(110)			Completed Equalities Assessment
Efficiencies			Type				
17	Human Resources	Changes to the Trade Union Facilities Agreement	Efficiencies	(44)			
Other			Type				
18	Benefits	Channel shift to the customer and integrate with new benefits system for completing forms on line.	Efficiencies	(92)			None
19	Benefits	Efficiencies from reduced management salary costs	Efficiencies	(70)			Not applicable
20	Local Tax and Control in conjunction with the print unit	Payment booklets will cease to be issued to customers wef 2011/12.	Service Reduction	(50)			None
21	Local Tax, Benefits and Control in conjunction with the print unit	Refunds will be issued by BACS not cheque wef 11/12.	Service Reduction	(20)			None
22	Student Finance	National arrangements to transition to the Student Loan Company from Local Authority control largely complete during early 2011/12.Small balance to be carried forward for storage and unforeseen costs and retrieval of documents	Service Reduction	(150)			None
23	Strategic Finance	Income recovery - VAT Fleming	Income Charging	(337)	37	300	None
24	Cashiers	Move to cashless Council	Efficiencies			(175)	This saving may provide as issue for users of Barnet services where they do not have debit/credit cards, mobile phones or internet access.
25	Finance	Staff at risk of: grant withdrawal, and/or restructure to create efficiency savings	Efficiencies				
TOTAL				(1,148)	(810)	(295)	

Scenario budget planning - savings

Service		Environment and Operations					
				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	Revenue Income Optimisation	Charging for parking in the boroughs 7 remaining free car parks	Income / Charging	(125)	(6)	(7)	There could to be a risk to this income if residents chose not pay to park in these car parks.
2	Transport	Change of transport routes and remodelling of routes for Children's and Adults	Efficiency	(28)			Impacts on Children's and Adults - see separate EIA's. Reliant on reconfiguration of routes to deliver saving
3	Environment & Operations	Corporate introduction of E-Recruitment	Efficiency	(11)	(13)		
Service Review / Reorganisation or Reduction			Type				
4	Greenspaces	Leisure contract savings following contract review	Service Review	(733)	(467)		It is possible that some sites will close but we will seek to ensure that there is fair distribution of leisure facilities across the borough. As proposals are developed detailed EIAs will be produced where necessary. Work is underway with the Council's leisure provider to renegotiate the contract. This change will take place during 2011/12 but will not be in place for the 1st of April.
5	Greenspaces	Reduction in planned development works in parks	Service reduction	(100)	(100)		87% of residents use borough parks and open spaces more so in deprived areas. Existing equipment will be repaired when practicable if it is no longer safe it will be removed.
6	Greenspaces	Transfer of allotments to community groups in line with Big Society agenda	Service Review	(14)			Local management should ensure there is improved representation of the local community .High level risk for delivery in year 1. process to be managed to ensure no service failure
7	Greenspaces	Transfer of bowls facilities to community groups in line with the Big Society agenda.	Service Review	(78)			The assessment notes the particular focus and impact on older population. A full EIA will be prepared when the detailed options for this proposal come forward. High level risk for delivery in year 1. Possible closure / amalgamation of some assets.
8	Street Scene	Re-alignment of service delivery in Trade Waste	Service Review	(86)			Some adjustment required for those who have language or writing difficulties
9	Street Scene	Cease provision of neighbourhood skip service	Service reduction	(238)			Potential impact on elderly and disabled residents who cannot access other facilities, mitigated by existing assisted collections service. Possible increase in fly-tipping.
10	Street Scene	Disposal of old / spare vehicles	Service reduction	(117)			None and spot hire of vehicles required for service cover.
11	Waste & Sustainability	Reduction in advertising for the civic amenities site	Service reduction	(5)			None
12	Waste & Sustainability	Reduction in home composting bin subsidy	Service reduction	(3)			None
13	Waste & Sustainability	Reduction in publicity budget for waste	Service reduction	(10)			None
14	Waste & Sustainability	Reductions in May Gurney Contract	Service reduction	(91)			None
15	Street Scene	Reconfigure graffiti crew	Service reduction	(46)			None. Possible increase of graffiti levels, although effective monitoring and rapid response will mitigate this.

Scenario budget planning - savings

Service		Environment and Operations					
				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
16	Waste & sustainability	Alternative models of refuse and recycling service delivery	Service reduction	(171)	(832)	186	None. Further work required on model, timescales for delivery
17	Highways	Reprofiling the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption	Service reduction		(200)	(400)	None. Expectation of lighting columns now not delivered.
18	Highways	Reduction in Highway Maintenance and re-alignment of Local Implementation Plan (LIP) funding	Service reduction	(1,500)			May affect those residents who struggle with mobility & Could damage highway infrastructure if money is not reintroduced into the base budget
19	Community Protection Group	CCTV mobile unit to cease	Service reduction	(67)			None
20	Community Protection Group	Cease operation of Community Safety Trailer	Service reduction	(6)			None
21	Environment & Operations	Rationalisation of management structure and savings on supplies and services	Service reduction	(170)	(175)	(225)	None
22	Transport	Savings from GoPlant contract moving from fixed planned maintenance to pay as you go for seasonal vehicles	Service reduction	(98)			None . There is a possible risk of vehicle failure
Efficiencies			Type				
23	Transport	Transport - Model 2 renegotiating service to rationalise provision	Efficiency	(35)			Impacts on Children's and Adults - see separate EIA's
24	Greenspaces	Efficiencies from changed working practices which includes reducing park-keeping services	Efficiency	(170)	(194)		None. There will be less personalised park service.
25	Street Scene	Reduction in the number of refuse rounds	Efficiency	(123)			None. There could be some service risk outside the regular weekly collections e.g. Christmas
26	Waste & Sustainability	Efficiencies within Waste and Sustainability service	Efficiency	(55)	(11)		None
27	Highways	Efficiencies within Highways team due to change in priorities and re-alignment of customer support in line with corporate initiatives	Efficiency	(824)	(24)		None. Fewer traffic schemes will be delivered as focus will be on maintenance of existing highway infrastructure.
28	Highways	Remove Funding School Crossing / and Road Safety Officers	Efficiency	(157)			Equality issues for children walking to school. Consultation on this proposal will close on the 4/3/11(relating to staff consultation timescales)
29	Community Protection Group	De-layering of management responsibilities	Efficiency	(51)		(37)	None
30	Environment & Operations	Change to working practices to make more efficient use of resources	Efficiency	(600)			None. Some work that was paid for by overtime need to be covered in core hours. Some tasks will no longer be carried out.
Other			Type				
31	Greenspaces	Charging for events in parks	Income / charging	(20)	(30)		Some poorer communities may be affected. This proposal will be detailed in a published report which will have an EIA. Some events may not continue due to increased cost.
32		Grant funded posts					
TOTAL				(5,732)	(2,052)	(483)	

Scenario budget planning - savings

Service

Special Parking Account

				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	Revenue Income Optimisation	Generation of income from charging for free CPZ spaces (net of 2010/11 in year saving)	Income / Charging	(565)			None. There may be sufficient demand to deliver income for permitted spaces.
2	Alternative Parking delivery	Alternative delivery method for Parking Service	Efficiency		(239)	(381)	None
Other			Type				
3	Alternative Parking delivery	Alternative delivery method for Parking Service	Efficiency	(231)			None
4	Income Generation	Generation of income from increasing charges for residents permits	Income / Charging	(830)			There is no significant equality impact as the increase applies to all groups, and even for those who are economically disadvantaged, this only represents a tiny part of the overall cost of running a car. Some residents may think the increase is disproportionate
5	Income Generation	Generation of income from increasing charges to business and charging an administration fee for changes to permits	Income / Charging	(397)			There is no significant equality impact as the increase applies to all groups, and even for those who are economically disadvantaged, this only represents a tiny part of the overall cost of running a car. Some service users may think the increase is disproportionate
6	Income Generation	Generation of income from increasing charges for visitors permits	Income / Charging	(590)			There is no significant equality impact as the increase applies to all groups, and even for those who are economically disadvantaged, this only represents a tiny part of the overall cost of running a car. There are no real risks as the increase, although significant in percentage terms, is not large in cash terms
TOTAL				(2,613)	(239)	(381)	

Scenario budget planning - savings

Service		Planning Housing and Regeneration					
				Expected revenue savings (pa) £'000			Equality Impact Assessment
Line Ref.	Service area	Description of saving	Savings Type	2011-12	2012-13	2013-14	
				£'000	£'000	£'000	
One Barnet Programme							
1	E' Recruitment	Savings resulting from alternative service provision (E-recruitment)	Efficiency	(4)	(5)		
2	Development and Regulatory Services	Savings resulting from alternative service provision	Efficiency	(99)	(245)	(230)	Will be carried out as part of the One Barnet project
Service Review / Reorganisation or Reduction			Type				
3	PHR	Lean Systems Review and consolidation of Planning & Regulatory services with associated restructure and efficiencies to improve customer service through improving processes.	Efficiency	(200)			To be undertaken as part of the project
4	PHR	Pre One Barnet Programme consolidation - 'management delayering'	Efficiency	(150)			To be assessed during the formal consultation process, but proposal is not expected to have an impact on service delivery.
5	PHR	Housing Lean savings - Phase 2	Efficiency	(200)			Carried out as part of the new Housing Allocations Policy.
6	PHR	Business Management Support Reduction	Efficiency	(42)			To be assessed during the formal consultation process, but proposal is not expected to have an impact on service delivery
Other			Type				
7	PHR	Rental income from private sector leasing properties on regeneration estates	Income / Charging	(200)			Helps leaseholders on the regeneration estates in hardship and provides temporary accommodation for homeless people.
8	PHR	Improved Business Planning and additional income from competitive charging at Hendon Cemetery and Crematorium.	Income / Charging	(55)			Affects all equally.
TOTAL				(950)	(250)	(230)	

**FINANCIAL AND BUSINESS PLANNING 2011-13
PRESSURES SUMMARY**

Service	2011-12 Pressures	2012-13 Pressures	2013-14 Pressures	All Years
	£'000	£'000	£'000	£'000
Adult Social Services	800	800	800	2,400
Children's Service	2,350	0	0	2,350
Commercial Services	500	0	0	500
Corporate Governance	150	0	0	150
Special Parking Account	1,000	0	0	1,000
Planning, Housing & Regeneration	400	0	0	400
SERVICE TOTAL	5,200	800	800	6,800

Service

Adult Social Services

			Expected revenue pressures		
	Service area	Description of pressure	2011-12	2012-13	2013-14
Pressures e.g. demography					
Demography	All Care Groups, especially Older Adults and Younger Adults with Learning Disabilities and Physical Disabilities	Demographics pressures due to increase in those with social care needs especially those with Learning Disabilities and Older Adults including dementia	800	800	800
TOTAL			800	800	800

Scenario budget planning - pressures

Service

Children's Services

				Expected revenue pressures		
Line Ref		Service area	Description of pressure	2011-12	2012-13	2013-14
	Pressures e.g. demography					
1		Early intervention and prevention	Invest to save early intervention and prevention (linked to saving option number 5)	1,000		
2		Social Care	Safeguarding - additional cost of chairs and minute takers for child protection conferences arising from increase in activity	50		
3		Social Care	Remove the vacancy factor in children's social work teams to meet the need for fully staffed front line social work teams complement of staff, account for agency costs to cover maternity, sickness and other absences in front line teams, contracting of int	850		
4		Social Care	Meeting the needs of increasing family assessments and contact arrangements as a result of the increase in care proceedings	250		
5		Social Care	Increasing cost of court ordered allowances for special guardianship, adoption and residence orders enabling discharge from care	200		
	TOTAL			2,350	0	0

Scenario budget planning - pressures

Service

Commercial Services

				Expected revenue pressures		
Line Ref		Service area	Description of pressure	2011-12	2012-13	2013-14
	Pressures e.g. demography					
1		Informations System (IS)	As the Council's use of technology to provide services continues to increase, the cost of providing and maintaining the underlying infrastructure, software licensing, and security periodically increases	500	0	0
	TOTAL			500	0	0

Scenario budget planning - pressures

Service

Corporate Governance

				Expected revenue pressures		
Line Ref		Service area	Description of pressure	2011-12	2012-13	2013-14
	Pressures e.g. demography					
1		Social Care	Increase in legal costs (lawyer, counsel and court costs) as a result of the increase in care proceedings	150		
	TOTAL			150	0	0

Scenario budget planning - pressures

Service

Special Parking Account

				Expected revenue pressures		
Line Ref		Service area	Description of pressure	2011-12	2012-13	2013-14
Reductions in specific grant / statutory pressures						
1		Parking	Parking income came under pressure from severe weather conditions, the general economic climate and the installation of a new back-office system. Some income was also foregone as a result of the FA3 campaign. Work is being undertaken to understand the impact of such initiatives in order to mitigate these risks during future years and a detailed enforcement plan being prepared to target activity on the most significant areas and times.	1,000		
TOTAL				1,000	0	0

Scenario budget planning - pressures

Service

Planning Housing and Regeneration

				Expected revenue pressures		
Line Ref		Service area	Description of pressure	2011-12	2012-13	2013-14
				£000	£000	£000
Reductions in specific grant / statutory pressures						
1		Planning	The end of the Housing & Planning Delivery Grant (HPDG) . HPDG - and formerly Planning Delivery Grant - has been integral to the Planning Service baseline budget for 7 years (2003-10) and therefore constitutes a significant lost specific income stream	400		
TOTAL				400	0	0

REVENUE BUDGET 2011/2012

	2010/2011		2011/2012
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<u>Council Services</u>			
Adult Social Services	108,479,460	108,199,254	99,039,060
Central Expenses	53,655,850	52,869,470	62,912,470
Chief Executives' Services	12,242,060	11,798,601	10,385,201
Children's Service (net of Dedicated Schools Grant)	61,618,980	60,236,970	57,410,200
Commercial Services	15,628,020	15,940,880	14,633,180
Corporate Governance	5,951,330	5,898,140	5,938,680
Deputy Chief Executive	14,399,380	14,970,065	13,295,270
Environment & Operations	30,677,230	29,968,670	24,038,410
Highways - Special Parking Account	(5,092,000)	(4,309,720)	(5,922,720)
Planning, Housing and Regeneration	3,208,260	3,149,240	2,599,820
Total Service Expenditure	300,768,570	298,721,570	284,329,571

REVENUE BUDGET 2011/12

	2010/2011		2011/2012
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Total Service Expenditure	300,768,570	298,721,570	284,329,571
Contribution to / (from) Specific Reserves	2,460,870	2,460,870	3,508,752
Contribution to / (from) Balances	89,719	(487,440)	487,440
NET EXPENDITURE	303,319,159	300,695,000	288,325,763
Other Grants	(36,414,053)	(33,789,894)	(33,354,200)
BUDGET REQUIREMENT	266,905,106	266,905,106	254,971,563
Formula Grant	(111,902,000)	(111,902,000)	(99,505,391)
Collection Fund Adjustments	(1,998,060)	(1,998,060)	
BARNET'S DEMAND ON THE COLLECTION FUND	153,005,046	153,005,046	155,466,172
Greater London Authority - Precept	42,583,520	42,583,520	43,268,532
INCOME FROM COUNCIL TAX	195,588,566	195,588,566	198,734,704
Components of the Council Tax (Band D)	2010/2011	2011/2012	Increase
	£	£	
Metropolitan Police	216.83	225.31	3.91%
London Fire & Emergency Planning Authority	59.57	52.53	-11.82%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	33.42	31.98	-4.31%
Greater London Authority	309.82	309.82	0.00%
London Borough of Barnet	1,113.20	1,113.20	0.00%
Total	1,423.02	1,423.02	0.00%

REVENUE BUDGET 2011/12

COUNCIL TAX SUMMARY

Council Tax Bands (based on property value)	2010/11	2011/2012	Tax Yield
	£	£	£
[Up to £40,000]	948.68	948.68	1,464,283
[Over £40,000 & up to £52,000]	1,106.79	1,106.79	8,080,499
[Over £52,000 & up to £68,000]	1,264.91	1,264.91	28,178,022
[Over £68,000 & up to £88,000]	<u>1,423.02</u>	<u>1,423.02</u>	36,949,673
[Over £88,000 & up to £120,000]	1,739.25	1,739.25	45,767,015
[Over £120,000 & up to £160,000]	2,055.47	2,055.47	35,010,096
[Over £160,000 & up to £320,000]	2,371.70	2,371.70	33,436,950
[Over £320,000]	2,846.04	2,846.04	9,848,166
			198,734,704

COUNCIL TAXBASE

Council Taxbase	2010/11	2011/2012	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	160,836	161,644	230,022,645
Exemptions	(4,149)	(4,439)	(6,316,786)
Disabled reductions	(124)	(121)	(172,184)
Discounts (10%, 25% & 50%)	(13,777)	(13,687)	(19,476,875)
Adjustments	(3,479)	(1,775)	(2,525,861)
Aggregate Relevant Amounts	139,307	141,622	201,530,939
Non-Collection (1.5% both years)	(2,089)	(2,125)	(3,023,918)
Contributions in lieu from MoD	228	160	227,683
	137,446	139,657	198,734,704

2011/12 Budget Summary and Forward Plan

Adult Social Services	2011/12	2012/13	2013/14
	£	£	£
Base Budget	108,479,460	99,039,060	94,982,060
Virements	(1,580,400)		
	106,899,060	99,039,060	94,982,060
<u>Efficiencies</u>			
	(6,346,000)	(3,725,000)	(3,552,000)
<u>Income</u>			
	(1,397,000)	(212,000)	(40,000)
<u>Service Reductions</u>			
	(917,000)	(920,000)	(352,000)
<u>Pressures</u>			
	800,000	800,000	800,000
Budget	99,039,060	94,982,060	91,838,060

Revenue Budget 2011/12

Adults Social Services					
Cost Centre	Division 1	Sub Division	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
Commissioning, Transformation & Resources	Performance & Supply Management	Divisional Management & Support	1,784,120	654,510	669,990
		Business Improvement	1,156,240	1,090,010	1,040,660
		Customer Financial Affairs	563,260	461,350	460,650
		Supply Management	1,634,610	1,619,840	1,546,700
		Training & Workforce Development	561,900	556,010	219,430
		Campus Reprovisioning	211,810	1,048,680	3,173,650
		Strategic Commissioning	3,335,240	3,839,790	5,373,050
		Supporting People	6,401,830	7,166,440	442,990
		Transformation	922,990	922,990	1,048,680
Commissioning, Transformation & Resources Total			16,572,000	17,359,620	13,975,800
Older Adults & Physical Disabilities	Care Services Delivery	Divisional Management & Support	764,710	584,440	569,090
		Externally Purchased Services	35,437,540	35,258,570	31,757,040
		Direct Payments	5,081,980	5,081,980	5,219,330
		Complex Planning & Ongoing Support	2,903,180	2,269,100	2,265,750
		Access	1,754,450	2,064,980	2,062,480
		Customer Financial Affairs	0	0	-
		Enablement and Rehabilitation	1,076,450	886,010	846,690
		Other Services	718,430	680,840	619,570
		Barnet Independent Living Services	651,920	561,460	504,090
Older Adults & Physical Disabilities Total			48,388,660	47,387,380	43,844,040
Learning Disabilities	Care Services Delivery	Externally Purchased Services	18,659,660	27,348,720	26,124,750
		In House Services	5,177,340	6,698,260	6,216,030
		Assessment & Care Management	771,120	999,110	963,750
		Direct Payments	1,032,810	1,177,360	1,238,480
		Learning Disabilities Total			25,640,930
Mental Health	Care Services Delivery	Externally Purchased Services	4,142,670	3,842,670	3,563,170
		Assessment & Care Management	315,930	299,420	299,060
		Direct Payments	91,800	156,410	171,400
		Mental Health Trust Partnership	2,557,980	2,394,710	2,132,990
		Other Services	633,300	596,800	570,800
		Mental Health Total			7,741,680
Government Grant Income	Government Grant Income	Specific Government Grants	10,136,190	(61,210)	(61,210)
Government Grant Income Total			10,136,190	(61,210)	(61,210)
Grand Total			108,479,460	108,199,250	99,039,060

Subjective Analysis	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
* Employee Related	20,964,120	20,544,000	19,462,100
* Premises Related	344,110	333,240	243,130
* Transport Related	1,587,020	1,559,860	1,299,110
* Supplies and Services	12,392,430	14,846,180	12,286,470
* Third Party Payments	70,886,010	79,035,190	74,937,470
* Transfer Payments	5,182,620	5,247,220	5,247,220
* Capital Charges	0	0	0
* Capital Financing Costs	1,011,120	(98,930)	(98,930)
* Secondary Recharges	0	0	0
** Expenditure Total	112,367,430	121,466,760	113,376,570
* Government Grants	10,136,190	10,136,190	10,136,180
* Other Grants, Reimbursements	(4,094,430)	(13,628,460)	(14,698,450)
* Customer & Client Receipts	(9,929,730)	(9,775,240)	(9,775,240)
** Income Total	(3,887,970)	(13,267,510)	(14,337,510)
*** Net Expenditure	108,479,460	108,199,250	99,039,060

2011/12 Budget Summary and Forward Plan

Central Expenses	2011/12	2012/13	2013/14
	£	£	£
Original Budget	53,655,850	62,912,470	73,286,470
Virements	(256,380)		
Pay Awards	864,000	873,000	2,361,000
Standard Inflation	3,269,000	3,007,000	3,057,000
	57,532,470	66,792,470	78,704,470
Full Year Effects			
Changes in the Commercial Directorate	900,000		
2010/11 invest to save - Pericles Systems	(868,000)	(59,000)	(17,000)
	32,000	(59,000)	(17,000)
Efficiencies			
Restructuring and redundancy costs	(2,000,000)		
	(2,000,000)	0	0
Pressures			
North London Waste Authority Levy. change in levy due to increase in landfill tax rates and other operational costs, including a new formula for sharing waste disposal costs between the member boroughs.	283,000	2,713,000	1,000,000
Cessation of LABGI grant	400,000		
General contingency provision. The contingency makes provision for unforeseen expenditure and service pressures arising in-year, and for future uncertainty over the grant settlement for 2013/14		890,000	3,402,000
Removal of the long term empty discounts in the council tax base			1,000,000
Increase in capital financing costs resulting from capital programme commitments and changes in the minimum revenue repayment regulations	1,500,000	2,250,000	2,250,000

2011/12 Budget Summary and Forward Plan

Central Expenses	2011/12	2012/13	2013/14
	£	£	£
Increase in concessionary fares levy due to the increase in the number of Freedom passes issued to Barnet residents and the cost of extending the scheme for elderly pass holders into the morning peak. Additional pressure due to loss of government grant for new national concessionary bus travel scheme	3,200,000	400,000	400,000
Big Society Fund	200,000		
Changes in Housing Benefit subsidy regulations from April 2010 will see tighter restrictions on the level of rents that can be charged and thus income to the council. The budgetary impact of this change will be phased in over two years with half of the first year's cost being met from reserves	1,200,000	300,000	(300,000)
One Barnet Savings for 2010-11 not realised fully	1,565,000		
Budget to Fund One Barnet Programme not required as will now be funded from reserves	(1,500,000)		
Carbon Reduction Commitment scheme. Contingent provision for loss on trading of carbon credits.	500,000		
	7,348,000	6,553,000	7,752,000
Budget	62,912,470	73,286,470	86,439,470

Revenue Budget 2011/12

Central Expenses

Profit center	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
10015 Corporate Subscriptions	314,220	314,220	314,220
10016 Levies	24,443,050	24,443,050	27,926,050
10017 Central Contingency	5,528,100	4,739,190	9,199,190
10018 Rate Relief	433,300	433,300	433,300
10019 Capital Financing	15,718,670	15,718,670	17,218,670
10699 Early Retirement(NT)	4,820,380	4,820,380	4,820,380
10700 Corporate Fees & Charges	598,940	598,940	798,940
10718 Car Leasing	2,210	2,210	2,210
10849 Early Retirement Costs Teachers	2,183,340	2,183,340	2,183,340
11121 Miscellaneous Finance	(386,360)	(383,830)	16,170
* Total	53,655,850	52,869,470	62,912,470

Subjective Analysis	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
* Employee Related	5,739,360	5,739,680	5,739,680
* Premises Related	829,490	829,490	829,490
* Transport Related	2,210	2,210	2,210
* Supplies and Services	1,533,930	1,536,140	1,736,140
* Third Party Payments	24,608,880	24,608,880	28,091,880
* Transfer Payments	431,180	431,180	431,180
* Support Services	0	0	0
* Capital Financing Costs	22,053,010	21,264,100	27,224,100
* Secondary Recharges	0	0	0
** Expenditure Total	55,198,060	54,411,680	64,054,680
* Government Grants	(400,000)	(400,000)	0
* Other Grants, Reimbursements & Contribs	(18,130)	(18,130)	(18,130)
* Customer & Client Receipts	176,040	176,040	176,040
* Interest	(1,300,120)	(1,300,120)	(1,300,120)
** Income Total	(1,542,210)	(1,542,210)	(1,142,210)
*** Total	53,655,850	52,869,470	62,912,470

Revenue Budget 2011/12

CENTRAL EXPENSES			
Levies	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Thames 21	5,520	5,520	5,520
Probation Service - Justices of the Peace	850	850	850
Environment Agency	280,730	280,730	280,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	787,000	787,000	787,000
Traffic Control Signals Unit	437,760	437,760	437,760
Concessionary Fares	11,162,280	11,162,280	14,362,280
Concessionary Fares Reserve	0	0	0
	13,102,490	13,102,490	16,302,490
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	9,964,080	9,964,080	10,247,080
Coroners Court	230,990	230,990	230,990
	10,195,070	10,195,070	10,478,070
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	1,145,490	1,145,490	1,145,490
Total Levies	24,443,050	24,443,050	27,926,050

2011/12 Budget Summary and Forward Plan

Chief Executive and Strategy	2011/12	2012/13	2013/14
	£	£	£
Base Budget	12,242,060	10,385,201	8,797,201
Virements	(252,859)		
	11,989,201	10,385,201	8,797,201
<u>Efficiencies</u>			
	(972,000)	(1,405,000)	(285,000)
<u>Income</u>			
	(64,000)	(44,000)	(30,000)
<u>Service Reductions</u>			
	(568,000)	(139,000)	(115,000)
<u>Pressures</u>			
	0	0	0
Budget	10,385,201	8,797,201	8,367,201

Revenue Budget 2011/12

Chief Executive Services

Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
***** ACE Management Team	620,230	781,700	587,790
***** Strategy	2,819,550	2,244,711	1,758,711
***** Communication	688,450	572,060	508,060
***** Assistant Chief Executive	4,128,230	3,598,471	2,854,561
**** Customer Services	1,427,370	1,414,920	1,276,920
**** Registration	(74,970)	(82,230)	(136,210)
**** Libraries Service	6,017,170	5,973,220	5,737,710
***** Customer Services, Libraries and Registration	7,369,570	7,305,910	6,878,420
***** Strategic Directors'	744,260	894,220	652,220
***** Chief Executive's Service	12,242,060	11,798,601	10,385,201

Subjective Analysis	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
* Employee Related	9,312,470	9,108,560	8,292,960
* Premises Related	1,042,650	1,034,310	1,022,070
* Transport Related	113,370	90,280	90,280
* Supplies and Services	3,265,230	3,107,771	2,527,711
* Capital Charges	0	0	0
* Capital Financing Costs	(15,000)	(15,000)	(15,000)
* Secondary Recharges	(204,720)	(247,620)	(247,620)
** Expenditure Total	13,514,000	13,078,301	11,670,401
* Government Grants	0	0	0
* Other Grants, Reimbursements & Contribs	(64,370)	(122,870)	(64,370)
* Customer & Client Receipts	(1,207,570)	(1,156,830)	(1,220,830)
** Income Total	(1,271,940)	(1,279,700)	(1,285,200)
*** Total	12,242,060	11,798,601	10,385,201

2011/12 Budget Summary and Forward Plan

Children's Service	2011/12	2012/13	2013/14
	£	£	£
Base Budget	61,618,980	57,410,200	56,366,200
Virement	(114,780)		
	61,504,200	57,410,200	56,366,200
<u>Efficiencies</u>			
	(1,129,000)	(147,000)	(2,530,000)
<u>Income</u>			
	(129,000)	(50,000)	(50,000)
<u>Service Reductions</u>			
	(5,186,000)	(847,000)	(1,973,000)
<u>Pressures</u>			
	2,350,000	0	0
Budget	57,410,200	56,366,200	51,813,200

Revenue Budget 2011/12

CHILDREN'S SERVICE

Children's Service - General Fund

Profit center	2010/11 Original Estimate	2010/11 Current Estimate	2011/12 Original Estimate
*** Children's Service Management Team	1,260,010	1,020,550	793,190
**** Children's Service Management	1,260,010	1,020,550	793,190
*** Children's Social Care Management	2,711,370	2,155,620	2,859,750
*** Children In Care	19,132,030	19,353,610	19,879,860
*** Children In Need	3,766,400	3,965,510	4,189,060
**** Children's Social Care	25,609,800	25,474,740	26,928,670
*** Schools & Learning Management	1,948,510	1,750,240	850,330
*** 14 - 19 Education	142,890	239,680	410,920
*** Admissions	388,800	398,910	304,040
*** Schools & Early Years	271,010	281,380	280,900
*** Schools Attendance	626,490	608,840	607,920
*** Other Services to Schools	(534,840)	(509,700)	(31,020)
**** Schools & Learning	2,842,860	2,769,350	2,423,090
*** Safeguarding, Prevention & Partnership Management Team	858,870	858,310	2,047,050
*** Safeguarding	982,070	1,029,930	1,085,890
*** BRSI	1,069,830	623,820	9,093,290
*** Intergrated Youth & Play Service	5,069,790	4,857,900	3,886,920
*** Access to Learning	725,560	741,780	407,000
*** Complex Needs	8,053,970	8,020,130	8,937,200
**** Safeguarding, Prevention & Partnership	16,760,090	16,131,870	25,457,350
*** Policy, Performance & Planning Management	22,790	15,000	17,730
*** Children's Service Finance	573,420	315,010	257,310
*** Performance, Communications, Strategy & Planning	901,330	992,080	918,720
*** Schools Catering	(99,200)	(127,530)	(208,330)
*** Workforce Development	1,072,990	990,240	989,240
**** Policy Performance & Planning	2,471,330	2,184,800	1,974,670
***** Total Children's Service General Fund	48,944,090	47,581,310	57,576,970

Revenue Budget 2011/12

CHILDREN'S SERVICE

Children's Service - Schools Budget

Profit center	2010/11 Original Estimate	2010/11 Current Estimate	2011/12 Original Estimate
*** Children's Service Management Team DSG	171,580	171,580	171,580
**** Children's Service Management DSG	171,580	171,580	171,580
*** Children in Care DSG	392,750	395,900	395,900
**** Children's Social Care DSG	392,750	395,900	395,900
*** Schools & Learning Management DSG	84,920	84,780	273,830
*** 14 - 19 Education	0	0	64,000
*** Admissions DSG	436,590	485,190	436,590
*** Schools & Early Years DSG	406,450	406,450	406,450
*** Schools Forum DSG	34,680	34,680	34,680
*** Short Stay Schools DSG	1,513,650	1,513,650	1,513,650
**** Schools & Learning DSG	2,476,290	2,524,750	2,729,200
*** Building Resilience & Supporting Independence DSG	609,390	313,040	893,040
*** Access to Learning DSG	568,940	568,900	685,900
*** Complex Needs DSG	14,186,200	11,874,560	11,677,380
**** Partnerships & Safeguarding DSG	15,364,530	12,756,500	13,256,320
*** Children's Service Finance DSG	6,163,740	7,383,120	6,771,740
*** Performance, Communications, Strategy & Planning DSG	223,680	223,960	223,960
**** Policy Performance & Planning DSG	6,387,420	7,607,080	6,995,700
**** Schools Funding DSG	188,501,050	190,682,210	225,240,440
**** Dedicated Schools Grant DSG	(213,416,730)	(214,280,360)	(248,955,910)
**** Total Schools Budget	(123,110)	(142,340)	(166,770)
***** Total Children's Service	48,820,980	47,438,970	57,410,200
Government Grant Income	12,798,000	12,798,000	
***** Total Children's Service	61,618,980	60,236,970	57,410,200

Notes:

"Dedicated Schools Grant" is a grant paid to a local education authority by the Secretary of State under section 14 of the 2002 Act. The Grant will be paid as a ring-fenced specific grant and must be used in support of the Schools Budget as defined in the

The amounts per pupil underpinning the overall grant allocation are set by the government each year in advance but the pupil numbers are estimated as at January. The Actual grant will be notified in June, based on the actual Pupil Level Annual School Cens

The School Library Service is also funded from the Schools Budget and this is incorporated in the Resources budget (£42,750 2011-12) along with additional insurance budget and central support costs which are held within central expenses and Resources (£12

The DSG will be reduced for the three schools that converted to academy status during 2010-11 and further reductions will be made during the year for schools that convert in 2011-12.

Revenue Budget 2011/12

CHILDREN'S SERVICE

Children's Service - General Fund Subjective Analysis

Subjective Analysis	2010/11 Original Estimate	2010/11 Original Estimate	2011/12 Original Estimate
Expenditure			
Employee Related	35,624,630	35,943,290	31,176,550
Premises Related	645,230	726,200	655,880
Transport Related	4,251,440	4,281,890	3,904,340
Supplies and Services	18,090,080	13,802,620	12,342,740
Third Party Payments	15,568,600	18,001,180	17,544,360
Transfer Payments	782,880	1,726,970	4,247,080
Capital Depreciation Charges	250,000	250,000	0
Capital Financing Cost	0	(51,170)	0
Secondary Recharges	334,210	303,190	303,190
Total Expenditure	75,547,070	74,984,170	70,174,140
Income			
Government Grants	(2,380,340)	(2,724,860)	(819,350)
Other Grants, Reimbursements and Contributions	(1,216,850)	(1,453,210)	(1,059,220)
Customer and Client Receipts	(10,207,790)	(10,426,800)	(10,718,600)
Total Income	(13,804,980)	(14,604,870)	(12,597,170)
Net Expenditure	61,742,090	60,379,300	57,576,970

Children's Service - Schools Budget Subjective Analysis

Subjective Analysis	2010/11 Original Estimate	2010/11 Original Estimate	2011/12 Original Estimate
Expenditure			
Employee Related	6,724,960	6,744,340	6,953,060
Premises Related	39,750	41,300	39,800
Transport Related	459,680	477,230	477,580
Supplies and Services	12,169,760	12,526,290	745,380
Third Party Payments	17,711,730	18,895,050	18,446,880
Transfer Payments	24,357,620	28,501,700	1,134,610
Transfer Payments DSG	213,808,610	214,462,590	248,278,190
Capital Financing Cost	0	(781,000)	0
Total Expenditure	275,272,110	280,867,500	276,075,500
Income			
Government Grants	(273,675,730)	(279,285,340)	(274,517,780)
Other Grants, Reimbursements and Contributions	(1,685,570)	(1,690,570)	(1,690,570)
Customer and Client Receipts	(33,920)	(33,920)	(33,920)
Total Income	(275,395,220)	(281,009,830)	(276,242,270)
Net Expenditure	(123,110)	(142,330)	(166,770)
***** Total Children's Service	61,618,980	60,236,970	57,410,200

2011/12 Budget Summary and Forward Plan

Commercial Services	2011/12	2012/13	2013/14
	£	£	£
Base Budget	15,628,020	14,633,180	12,550,180
Virements	(216,840)		
	15,411,180	14,633,180	12,550,180
<u>Efficiencies</u>			
	(1,087,000)	(1,557,000)	(520,000)
<u>Income</u>			
	(191,000)	(526,000)	(212,000)
<u>Service Reductions</u>			
	0	0	0
<u>Pressures</u>			
	500,000	0	0
Budget	14,633,180	12,550,180	11,818,180

Revenue Budget 2011/12

Commercial Directorate			
Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
***** Commercial Management Team	0	530,000	0
***** Commercial Assurance	494,930	413,220	413,220
***** Information Systems	7,094,130	6,916,150	7,059,250
***** Corporate Programmes	92,030	85,880	85,880
***** Asset Management	470,780	462,250	279,250
***** Property Services	(593,780)	(628,020)	(1,078,020)
**** Facilities Management	768,960	720,480	670,480
***** Document Production & Management	67,130	111,440	86,440
**** Public Offices - NLBP	5,773,490	5,929,470	5,857,670
**** East Area	1,325,430	1,341,310	1,200,310
**** West Area	134,920	58,700	58,700
***** Commercial Directorate	15,628,020	15,940,880	14,633,180

	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
Subjective Analysis			
* Employee Related	6,357,860	6,739,990	5,978,090
* Premises Related	7,920,470	8,670,490	8,618,490
* Transport Related	63,130	76,590	44,590
* Supplies and Services	6,316,000	6,377,120	6,506,320
* Third Party Payments	0	0	0
* Capital Charges	0	0	0
* Capital Financing Costs	586,810	0	0
* Secondary Recharges	(2,091,900)	(2,088,380)	(2,088,380)
** Expenditure Total	19,152,370	19,775,810	19,059,110
* Government Grants	0	0	0
* Customer & Client Receipts	(3,524,340)	(3,834,920)	(4,425,920)
* Recharges	(10)	(10)	(10)
** Income Total	(3,524,350)	(3,834,930)	(4,425,930)
*** Total	15,628,020	15,940,880	14,633,180

2011/12 Budget Summary and Forward Plan

Corporate Governance	2011/12	2012/13	2013/14
	£	£	£
Base Budget	5,951,330	5,938,680	5,778,680
Virements	513,350		
	6,464,680	5,938,680	5,778,680
<u>Efficiencies</u>			
	(676,000)	(160,000)	(189,000)
<u>Income</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Pressures</u>			
	150,000	0	0
Budget	5,938,680	5,778,680	5,589,680

Revenue Budget 2011/12

Corporate Governance Directorate			
Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
***** Leader's Office	10,190	10,190	10,190
***** Performance and OD Team	254,700	310,890	180,090
***** Legal Services	1,847,900	1,831,200	1,850,200
***** Democratic Svices	2,527,950	2,519,780	2,294,780
***** Operational Governance	927,580	898,000	1,332,510
***** Corporate Governance Directors	316,590	313,630	278,630
11000 Insurance	66,420	14,450	(7,720)
***** Corporate Governance Directorate	5,951,330	5,898,140	5,938,680

Subjective Analysis	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
* Employee Related	6,300,040	6,411,870	5,802,120
* Premises Related	10,200	10,200	10,200
* Transport Related	13,460	12,150	10,650
* Supplies and Services	1,202,920	1,118,530	1,149,730
* Third Party Payments	250	250	250
* Capital Charges	0	0	0
* Capital Financing Costs	0	0	0
* Secondary Recharges	(313,120)	(375,650)	(375,650)
** Expenditure Total	7,213,750	7,177,350	6,597,300
* Government Grants	(603,800)	(620,590)	0
* Other Grants, Reimbursements & Contribs	(31,190)	(31,190)	(31,190)
* Customer & Client Receipts	(607,770)	(607,770)	(607,770)
* Recharges	(19,660)	(19,660)	(19,660)
** Income Total	(1,262,420)	(1,279,210)	(658,620)
*** Total	5,951,330	5,898,140	5,938,680

2011/12 Budget Summary and Forward Plan

Deputy Chief Executives	2011/12	2012/13	2013/14
	£	£	£
Base Budget	14,399,380	13,295,270	12,485,270
Virements	43,890		
	14,443,270	13,295,270	12,485,270
<u>Efficiencies</u>			
	(442,000)	(697,000)	(295,000)
<u>Income</u>			
	(337,000)	0	0
<u>Service Reductions</u>			
	(369,000)	(113,000)	300,000
<u>Pressures</u>			
	0	0	0
Budget	13,295,270	12,485,270	12,490,270

Revenue Budget 2011/12

Deputy Chief Executive

Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
Finance Directorate	3,746,410	4,416,425	3,917,430
Human Resources	2,173,200	2,269,060	2,091,130
Revenues	8,479,770	8,284,580	7,286,710
Deputy Chief Executive	14,399,380	14,970,065	13,295,270

Subjective Analysis	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
* Employee Related	15,915,192	17,074,597	15,927,772
* Premises Related	5,980	5,980	5,980
* Transport Related	83,030	85,680	85,660
* Supplies and Services	1,034,590	526,830	319,700
* Transfer Payments	212,500,000	212,200,000	212,500,000
* Capital Charges	0	0	0
* Capital Financing Costs	0	0	0
* Secondary Recharges	(504,670)	(323,690)	(323,690)
** Expenditure Total	229,034,122	229,569,397	228,515,422
* Government Grants	(210,903,130)	(210,903,130)	(211,523,950)
* Other Grants, Reimbursements & Contribs	(1,517,890)	(1,517,890)	(1,517,890)
* Customer & Client Receipts	(2,213,722)	(2,178,312)	(2,178,312)
* Interest	0	0	0
** Income Total	(214,634,742)	(214,599,332)	(215,220,152)
*** Total	14,399,380	14,970,065	13,295,270

2011/12 Budget Summary and Forward Plan

Environment & Operations	2011/12	2012/13	2013/14
	£	£	£
Base Budget	30,677,230	24,038,410	21,986,410
Virements	(906,820)		
	29,770,410	24,038,410	21,986,410
<u>Efficiencies</u>			
	(2,054,000)	(242,000)	(37,000)
<u>Income</u>			
	(145,000)	(36,000)	(7,000)
<u>Service Reductions</u>			
	(2,622,000)	(1,307,000)	(439,000)
<u>Service Review</u>			
	(911,000)	(467,000)	0
<u>Pressures</u>			
	0	0	0
Budget	24,038,410	21,986,410	21,503,410

Revenue Budget 2011/12

Environment & Operations

Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
10617 HD-Mngmnt & Perform	(130,630)	(131,860)	(131,860)
11200 E & T Directors	764,848	844,588	(120,412)
11209 Strategic Costs	359,260	342,810	324,930
*** Management & Administration	993,478	1,055,538	72,658
10618 Highways Other	(783,724)	(877,334)	(993,083)
*** Highways	(783,724)	(877,334)	(993,083)
10619 Drainage (Gully Cleansing)	580,330	578,970	542,210
10622 Traffic Census	(18,130)	0	0
10623 Safer Routes	88,930	83,870	(115,980)
10624 School Crossing Patrol	130,732	130,422	130,422
10625 Technical Survey	25,370	25,370	25,370
10628 Public Conveniences	44,890	44,830	44,830
10635 Road Structural Planned	351,370	345,880	371,882
10638 Traffic Management	(3,770)	(3,800)	(3,800)
10890 Road Structural Responsive	2,438,270	2,430,340	845,488
11218 Development & Control	327,600	323,260	268,430
*** Highways Implementation	3,965,592	3,959,142	2,108,852
10631 N.R.S.W.A.	(91,930)	(96,150)	(282,272)
10632 Private Works Reinstatement	111,410	106,720	27,710
10633 Rechargeable works - other	(123,480)	(125,250)	(125,250)
11097 Rech work cross over	(152,740)	(153,970)	(181,210)
*** Highways Inspection & Enforcement	(256,740)	(268,650)	(561,022)
10637 Street Lighting	5,350,510	5,307,360	5,279,301
11208 Street Lighting Other	0	40,400	40,400
*** Street Lighting	5,350,510	5,347,760	5,319,701
10664 HM-Responsive	(11,030)	(18,340)	(46,790)
10938 HM-Winter Maintenance	368,760	367,700	335,300
10939 HM-Stand-by	0	(550)	(550)
10941 HM-Sign Erection	(2,180)	(4,630)	(4,630)
*** Highways Maintenance	355,550	344,180	283,330
10644 Car Parks off Street	(592,050)	(773,190)	(898,190)
10648 Parking Design	(67,180)	(99,490)	(265,570)
11270 Abandoned Vehicles	0	0	0
*** Car Parks	(659,230)	(872,680)	(1,163,760)
**** Highways	7,971,958	7,632,418	4,994,018
10021 Safer Communities Unit	104,840	99,040	100,260
10581 Drug Intervention Programme	0	0	0
10583 Drug And Alcohol Team	107,790	82,040	83,290
10996 SSCF	264,110	220,370	204,370
*** Community Safety	476,740	401,450	387,920
10651 CCTV	888,830	876,130	812,210
10653 Priority Intervention Team	423,100	415,870	365,490
10674 Trading Stds & Licng	(27,550)	(40,280)	(33,180)
11120 CPG Technical Support	79,010	78,270	78,270
*** Community Protection	1,363,390	1,329,990	1,222,790
10770 ES-Transport MaH Drivers	0	0	0
10771 ES-Transport Oheads	237,040	175,200	94,580
10772 ES-Vehmtce	(112,090)	(117,320)	(1,000)
10773 ES-Spot Hires	(21,300)	(21,300)	0
10774 ES-Leases & SC Rech	138,560	138,560	33,950
10775 ES-SEN Transp	(87,170)	(88,450)	(103,450)
10776 ES-Comctran	(70,970)	(76,380)	(90,380)
*** Transport	84,070	10,310	(66,300)

Revenue Budget 2011/12

Environment & Operations

Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
10656 Recycling	4,095,470	3,204,040	2,893,740
10657 Civic Amenities Sites	583,420	583,420	479,420
*** Recycling/Waste Strategy	4,678,890	3,787,460	3,373,160
10365 Weed Spray	728,500	728,500	728,500
10660 Allotments	(4,060)	(4,060)	(18,060)
10764 Parks & Open Spaces	4,174,490	4,036,500	3,615,160
10765 Sports Grounds	77,320	77,300	77,300
10766 Green Belt Lands	(103,050)	(103,050)	(103,050)
10768 King George Playing Fields	0	0	0
10952 Green Spaces Trees Management	658,080	657,950	657,950
11202 Tree Planting	0	0	0
*** Parks & Greenspaces Development	5,531,280	5,393,140	4,957,800
10652 Street Cleansing	4,778,400	4,724,940	4,485,740
10655 Domestic Refuse	4,413,950	5,761,200	5,557,400
*** Refuse & Cleaning	9,192,350	10,486,140	10,043,140
10654 Trade Waste	(1,401,866)	(1,913,876)	(1,999,876)
*** Trade Waste	(1,401,866)	(1,913,876)	(1,999,876)
11031 Copthall Stadium	235,440	346,850	346,850
11032 Fitness For Life	9,970	(220)	(220)
11036 GLL Contract	1,541,530	1,439,470	706,470
*** Leisure	1,786,940	1,786,100	1,053,100
**** Street Scene, Greenspaces, Leisure and Comm. Protection	21,711,794	21,280,714	18,971,734
***** Environment & Operations - General Fund	30,677,230	29,968,670	24,038,410

Environment & Operations

Subjective Analysis (incl. SPA)	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
* Employee Related	23,470,474	23,113,131	20,366,398
* Premises Related	2,136,890	2,075,310	2,029,430
* Transport Related	5,336,406	5,260,666	5,075,979
* Supplies and Services	8,676,232	8,368,704	7,569,182
* Third Party Payments	1,924,050	2,070,060	1,337,060
* Capital Charges	5,492,590	4,710,310	6,323,310
* Secondary Recharges	4,032,944	4,781,034	2,903,656
** Expenditure Total	51,069,586	50,379,215	45,605,015
* Government Grants	(394,442)	(380,804)	(380,804)
* Other Grants, Reimbursements & Contribs	(162,560)	(115,757)	(115,757)
* Customer & Client Receipts	(19,734,084)	(19,812,714)	(20,968,774)
* Interest	(101,270)	(101,270)	(101,270)
** Income Total	(20,392,356)	(20,410,545)	(21,566,605)
*** Total	30,677,230	29,968,670	24,038,410

2011/12 Budget Summary and Forward Plan

Special Parking Account	2011/12	2012/13	2013/14
	£	£	£
Base Budget	(5,092,000)	(5,922,720)	(6,161,720)
Virements	782,280		
	(4,309,720)	(5,922,720)	(6,161,720)
<u>Efficiencies</u>			
	(231,000)	(239,000)	(381,000)
<u>Income Generation</u>			
	(2,382,000)	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Pressures</u>			
	1,000,000	0	0
Budget	(5,922,720)	(6,161,720)	(6,542,720)

Revenue Budget 2011-2012

Special Parking Account

	2010-2011	2010-2011	2011-2012
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices	(4,842,190)	(4,743,150)	(6,132,500)
Permits	(1,338,950)	(1,311,560)	(2,942,000)
Pay & Display	(3,278,230)	(3,211,180)	(2,416,510)
CCTV Bus lanes	(1,779,520)	(1,743,120)	(900,000)
Total Income	(11,238,890)	(11,009,010)	(12,391,010)
Operating Expenditure	5,746,890	6,299,290	6,068,290
Net Operating Surplus	(5,492,000)	(4,709,720)	(6,322,720)
Add Capital Expenditure / Debt Charge	400,000	400,000	400,000
Net Expenditure in Year	(5,092,000)	(4,309,720)	(5,922,720)
Balance brought forward	0	0	0
Appropriation to General Fund	5,092,000	4,309,720	5,922,720
Balance Carried Forward	0	0	0

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, part of the s

The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

2011/12 Budget Summary and Forward Plan

Planning, Housing & Regeneration	2011/12	2012/13	2013/14
	£	£	£
Base Budget	3,208,260	2,599,820	2,349,820
Virements	(58,440)		
	3,149,820	2,599,820	2,349,820
<u>Efficiencies</u>			
	(695,000)	(250,000)	(230,000)
<u>Income</u>			
	(255,000)	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Pressures</u>			
	400,000	0	0
Budget	2,599,820	2,349,820	2,119,820

Revenue Budget 2011/12

Planning, Housing and Regeneration (General Fund)

Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
10390 Land Charges	(932,470)	(934,470)	(960,490)
**** Land Charges	(932,470)	(934,470)	(960,490)
10038 Planning Service	194,160	566,005	671,065
11073 Planning Core Services	(2,120)	0	0
11074 Planning Strategic Services	669,050	592,160	579,960
**** Planning	861,090	1,158,165	1,251,025
10641 Building Inspection	163,610	161,550	161,550
10642 Structures	(75,110)	(77,090)	(77,090)
10643 Building Control	(331,460)	(341,410)	(368,670)
11245 Street Naming and Numbering	0	(35,505)	(35,505)
**** Building Control	(242,960)	(292,455)	(319,715)
10020 Housing & Development	145,620	146,832	129,012
10035 Commty Centre	3,390	3,390	3,390
10987 N London sub reg coo	499,570	498,670	498,670
*** Housing Management	648,580	648,892	631,072
10026 Policy& performance	190,188	180,566	188,128
*** Housing Policy & Performance	190,188	180,566	188,128
10027 Housing Grant Payments	173,820	173,820	173,820
10028 HNR Management Team	4,912	0	0
10029 Housing Advice	240,040	0	0
10030 Temporary Accommodation	(54,450)	(61,298)	(464,350)
10031 Homeless Persons	275,380	0	0
10032 Housing Resources Team	48,050	47,090	47,090
10033 Homelessness Grant	656,580	673,560	673,560
10034 Housing Supporting People	3,920	0	0
10281 Rent Deposit Scheme	0	0	158,900
10883 Private Sector Leasing	(515,440)	(523,000)	(630,860)
10991 Complaints & Sys Imp	63,760	63,540	63,540
10992 Barbara Langstone House	(231,650)	(239,950)	(118,630)
11151 Accommodation and Lettings	271,060	259,670	282,800
11268 Housing Needs	0	491,830	491,830
*** Hsg Resources & Temporary Accommoda	935,982	885,262	677,700
**** Housing General Fund	1,774,750	1,714,720	1,496,900
10763 ES Mgt	555,680	548,620	506,620
*** Environmental Health - Management&Admin	555,680	548,620	506,620
10661 Hendon Cemetery	(494,320)	(496,290)	(496,290)
10671 Mortuary	125,620	124,540	124,540
10818 Hendon Crematorium	(336,540)	(340,390)	(395,390)
10819 Cem&Crem Management	184,260	182,380	182,380
*** Mortuary & Cemetery	(520,980)	(529,760)	(584,760)
10666 Private Sector Housing	402,810	398,220	398,220
10667 Care & Repair	(76,400)	(77,780)	(77,780)
10672 Works in Default	(930)	(930)	(930)
10958 Pest Control	(27,900)	(28,740)	(28,740)
10994 HMO Licensing	40,040	39,510	39,510
11102 Public Health & Nuisance	371,420	343,840	330,900
11180 Empty Properties Enforcement	20	20	20
11222 Decent Homes	0	0	0
*** Environmental Health Private Housing	709,060	674,140	661,200

Revenue Budget 2011/12

Planning, Housing and Regeneration (General Fund)

Cost Centre	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
10821 Food Safety	363,680	327,650	360,080
10823 Health and Safety	151,760	176,190	143,760
11179 Scientific Services	113,620	136,110	112,270
*** ES Health & Sustainability	629,060	639,950	616,110
***** Environmental Health	1,372,820	1,332,950	1,199,170
10025 Housing initiatives	117,790	116,590	116,590
10756 Strategic Development Unit	257,240	424,720	387,320
11124 SDU Regeneration Buybacks	0	(370,980)	(570,980)
11162 St Peters's Church Hall	0	0	0
***** Regeneration	375,030	170,330	(67,070)
***** Planning, Housing & Regeneration	3,208,260	3,149,240	2,599,820

Subjective Analysis	Original Estimate 2010/11	Current Estimate 2010/11	Original Estimate 2011/12
* Employee Related	9,644,370	9,580,010	9,286,090
* Premises Related	1,090,280	1,078,180	1,078,180
* Transport Related	186,200	185,400	180,680
* Supplies and Services	2,758,867	2,765,537	2,691,077
* Third Party Payments	7,996,460	7,480,380	4,007,720
* Transfer Payments	0	0	0
* Support Services	0	0	0
* Capital Charges	0	0	0
* Capital Financing Costs	0	0	0
* Secondary Recharges	(793,970)	(793,970)	(793,970)
** Expenditure Total	20,882,207	20,295,537	16,449,777
* Government Grants	(314,000)	(4,000)	(4,000)
* Other Grants, Reimbursements & Contribs	(762,385)	(505,095)	(505,095)
* Customer & Client Receipts	(16,597,562)	(16,637,202)	(13,340,862)
* Interest	0	0	0
** Income Total	(17,673,947)	(17,146,297)	(13,849,957)
*** Total	3,208,260	3,149,240	2,599,820

HOUSING REVENUE ACCOUNT		
	2010/11 Original Budget	2011/12 Original Budget
	£	£
Income		
Dwelling rents	(45,645,500)	(48,577,504)
Non-dwelling rents	(1,453,000)	(1,408,559)
Tenants Charges for services and facilities	(4,639,000)	(4,110,200)
Leaseholder Charges for Services and Facilities	(2,780,000)	(2,799,681)
Total Income	(54,517,500)	(56,895,944)
Expenditure		
Repairs and Maintenance	8,300,000	8,300,000
Supervision and management		
General	15,387,710	15,137,710
Special	6,589,000	6,589,000
Rents, Rates, taxes and other charges	121,500	121,500
Negative housing revenue account subsidy payable	11,904,750	10,887,097
Depreciation and impairment of fixed assets	7,658,800	9,315,504
Debt Management Costs	3,900,000	4,376,660
Increase in bad debt provision	300,000	350,000
Sums directed by the Secretary of State that are income in accordance with UK GAAP	0	
Total Expenditure	54,161,760	55,077,471
Net Cost of HRA Services	(355,740)	(1,818,473)
Interest and investment income	(80,000)	(40,000)
(Surplus) or deficit for the year on HRA services	(435,740)	(1,858,473)

Using the equality duties to make fair financial decisions

A guide for decision-makers



Introduction

With major reductions in public spending, organisations in Britain may be required to make difficult financial decisions. This guide sets out what is expected of you as a decision-maker and leader of a public authority responsible for delivering key services at a national, regional and/or local level, in order to make such decisions as fair as possible.

The equality duties do not prevent you from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions nor do they stop you from making decisions which may affect one group more than another. What the equality duties do is enable you to demonstrate that you are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of your community. This is achieved through assessing the impact that changes to policies, procedures and practices could have on different equality groups.

Assessing the impact of proposed changes to policies, procedures and practices is not just something the law requires, it is a positive opportunity for you as public authority leaders to ensure you make better decisions based on robust evidence.

What the law requires now

Under equality legislation, your authority has legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations.

The law requires that this duty to pay 'due regard' be demonstrated in the decision-making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'.

It is also important to note that public authorities subject to the equality duties are also likely to be subject to the obligations under the Human Rights Act. We would therefore recommend public authorities should consider the potential impact their decisions could have on human rights.

What the law will require from April 2011

The Equality Act 2010 introduces a new public sector duty which extends this coverage to age, sexual orientation, pregnancy and maternity, and religion or belief.

In preparation for these new duties coming into force, we would recommend that you start to assess the impact your financial decisions might have on the new protected groups where relevant and proportionate.

Aim of this guide

This guide aims to assist decision-makers in ensuring that:

- the process followed to assess the equality impact of financial proposals is robust, and
- the impact financial proposals could have on equality groups is thoroughly considered before any decisions are arrived at.

We have also produced detailed practical guidance for those responsible for assessing the equality impact of policies, which is available from our website. You can access this guidance at:
www.equalityhumanrights.com/financialdecisions

The benefits of carrying out Equality Impact Assessments (EIAs)

By law an assessment must:

- contain sufficient information to enable a public authority to show it has paid 'due regard' to the equality duties in its decision-making
- identify methods for mitigating or avoiding any adverse impact.

Such assessment does not necessarily have to take the form of one document called an Equality Impact Assessment (EIA), although this is what we recommend for reasons explained below. If you choose not to undertake an EIA, then some alternative form of analysis which systematically assesses any adverse impact of a change in policy, procedure or practice will be required.

An impact assessment is not an end in itself and should be tailored to and proportionate to the decision that is being made. Whether it is proportionate for an authority to conduct an assessment of a financial decision depends on its relevance to the authority's particular function and its likely impact.

We recommend using a formal EIA document when developing financial proposals as it is likely to help you to:

- **ensure you have a written record of the equality considerations** you have taken into account
- **ensure that your decision includes a consideration of the actions that would help to avoid or mitigate any unfair impact on particular equality groups.** Individual decisions should also be informed by the wider context of decisions in your own and other relevant public bodies, so that particular groups are not unduly affected by the cumulative effects of different decisions
- **make your decisions based on evidence:** a decision which is informed by relevant local and national data about equality is a better quality decision. EIAs provide a clear and systematic way to collect, assess and put forward relevant evidence
- **make the decision-making process more transparent:** a process which involves those likely to be affected by the policy, and which is based on evidence, is much more open and transparent. This should also help you secure better public understanding of the difficult decisions you will be making in the coming months
- **comply with the law:** the duties are legal obligations which should remain a top priority, even in times of economic difficulty. Failure to meet the duties may result in authorities being exposed to costly, time-consuming and reputation-damaging legal challenges.

When should assessments be carried out?

An assessment of impact must be carried out at a formative stage so that the assessment is an integral part of the development of a proposed policy, not a later justification of a policy that has already been adopted.

Financial proposals which are relevant to equality such as those likely to impact on equality for your workforce and/or for your community should always be subject to a thorough assessment. This includes proposals to outsource or procure any of your organisation functions. The assessment should form part of the proposal, and you should consider it carefully **before** making your decision.

If you are presented with a proposal that has not been assessed for equality impact, you should question whether this enables you to consider fully the proposed change and its likely impact. Decisions not to

impact assess should be fully documented, along with the reasons and the evidence used to come to this conclusion. This is important as authorities may need to rely on this documentation if the decision is challenged.

It is also important to remember that potential impact is not just about numbers. Evidence of a serious impact that may affect a small number of individuals is just as important as a potential impact affecting many people.

What should I be looking for in an assessment?

An assessment needs to be based on relevant data and sufficient analysis to enable the decision-maker to understand the equality implications of a decision and any alternative options or proposals.

As with everything, proportionality is a key principle. Assessing the impact of a major financial proposal is likely to need significantly more effort, and resources dedicated to ensuring effective consultation and involvement, than a simple assessment of a proposal to save money by changing staff travel arrangements. There is no prescribed format for an EIA, however the following questions and answers provide guidance to assist you in determining whether you consider that an EIA is robust enough to rely on:

- **Is the purpose of the financial proposal clearly set out?**
A robust EIA will set out the reasons for the change; how this change can impact on equality groups, as well as who it is intended to benefit; and the intended outcome. You should also think about how individual financial proposals might relate to one another. This is because a series of changes to different policies or services could have a severe impact on particular equality groups. Joint working with your public authority partners will also help you to consider thoroughly the impact of decisions on the people you collectively serve.

Example: A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel. Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable. This combined impact would not be apparent where the decisions are considered in isolation.

- **Has the EIA considered available evidence?**
Public authorities should consider the data and research already available locally and nationally. The assessment should be underpinned by up-to-date and reliable information about the different groups the proposal is likely to affect. A lack of data is not a sufficient reason to conclude that there is no impact.¹
- **Have those likely to be affected by the proposal been consulted and involved?**
Involvement and consultation are crucial to the EIA process. There is an explicit requirement to consult different ethnic groups under race relations law in the context of an EIA but, as a matter of best practice and in order to improve your evidence, applying the same principle to other groups should be considered. No-one can give you a better insight into how proposed changes will affect, for example, disabled people, than disabled people themselves.
- **Have potential positive and negative impacts been identified?**
It is not enough to state simply that a policy will affect everyone equally; there should be a more in-depth consideration of available evidence to see if particular equality groups are more likely to be affected than others. Equal treatment does not always produce equal outcomes; sometimes authorities will have to take specific steps for particular groups to address an existing disadvantage or to meet differing needs.
- **What course of action does the EIA suggest I take? Is it justifiable?**
The EIA should clearly identify the option(s) chosen, and their potential impacts, and document the reasons for this decision. There are four possible outcomes of an EIA. More than one may apply to a single proposal:

¹ Where there is no detailed quantitative data available, there may often be national statistics or qualitative studies on the relevant policy area. These can be supplemented by local informal consultation. Providing evidence that your organisation has looked for data will improve the quality and transparency of your EIA. For longer-term monitoring of impact, you can include your plans to collect data in the EIA action plan.

- **Outcome 1: No major change required** when the EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken.
- **Outcome 2: Adjustments to remove barriers identified by the EIA or to better promote equality.** Are you satisfied that the proposed adjustments will remove the barriers identified?
- **Outcome 3: Continue despite having identified some potential for adverse impact or missed opportunities to promote equality.** In this case, the justification should be included in the EIA and should be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact, as discussed below.
- **Outcome 4: Stop and rethink** when an EIA shows actual or potential unlawful discrimination.²
- **Are there plans to alleviate any negative impact?**
Where the assessment indicates a potential negative impact, consideration should be given to means of reducing or mitigating the negative effects. This will in practice be supported by the development of an action plan to reduce impact that identifies the responsibility for delivering each action and the associated timescales for implementation. Considering what action you could take to avoid any negative impact is crucial, to reduce the likelihood that the difficult decisions you will have to take in the near future do not create or perpetuate inequality.

² The relevant Codes of Practice and guidance on the public sector duties provide information about what constitutes unlawful discrimination. More information is available on the Commission's website <http://www.equalityhumanrights.com>.

Example: A University decides to close down its childcare facility to save money, particularly given that it is currently being underused. It identifies that doing so will have a negative impact on women and individuals from different racial groups, both staff and students.

In order to mitigate such impact, the University designs an action plan to ensure relevant information on childcare facilities in the area is disseminated to staff and students in a timely manner and to develop partnership working with its local authority and ensure sufficient and affordable childcare facilities remains accessible to its students and staff.

- **Are there plans to monitor the actual impact of the proposal?**

Although an EIA will help to anticipate a proposal's likely effects on different communities and groups, in reality the full impact of a decision will only be known once it is introduced. It is therefore important to set out arrangements for reviewing the actual impact of the proposals once they have been implemented.

What happens if you don't properly assess the impact of relevant decisions?

If you have not carried out an assessment of the proposal, or have not done so thoroughly, you risk leaving yourself open to legal challenges, which are both costly and time-consuming. Recent legal cases have shown what can happen when authorities do not consider their equality duties when making decisions.³

Example: A court recently overturned a decision by Haringey Council to consent to a large-scale building redevelopment in Wards Corner in Tottenham, on the basis that the council had not considered the impact of the proposal on different racial groups before granting planning permission.

However, the result can often be far more fundamental than a legal challenge. If people feel that an authority is acting high-handedly or without properly involving its service users or employees, or listening to their concerns, they are likely to become disillusioned with you. Above all, authorities which fail to carry out robust assessments risk making

³ See relevant case law on our webpage at <http://www.equalityhumanrights.com/financialdecisions>

poor and unfair decisions that could discriminate against particular equality groups and perpetuate or worsen inequality.

As part of its regulatory role to ensure compliance with the equality duties, the Commission will monitor financial decisions with a view to ensuring that these have been taken in compliance with the equality duties and have taken into account the need to mitigate impact where possible.

Contacts

England

Equality and Human Rights Commission Helpline
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Equality and Human Rights Commission Helpline
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Wales

Equality and Human Rights Commission Helpline
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Helpline opening times:

Monday to Friday 8am–6pm.

Calls from BT landlines are charged at local rates, but calls from mobiles and other providers may vary.

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**Equality and
Human Rights**
Commission

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September 2010
ISBN 978 1 84206 312 5

HOUSING REVENUE ACCOUNT	
	2010/11
	Original Budget
	£
Income	
Dwelling rents	(45,645,500)
Non-dwelling rents	(1,453,000)
Tenants Charges for services and facilities	(4,639,000)
Leaseholder Charges for Services and Facilities	(2,780,000)
Total Income	(54,517,500)
Expenditure	
Repairs and Maintenance	8,300,000
Supervision and management	
General	15,387,710
Special	6,589,000
Rents, Rates, taxes and other charges	121,500
Negative housing revenue account subsidy payable	11,904,750
Depreciation and impairment of fixed assets	7,658,800
Debt Management Costs	3,900,000
Increase in bad debt provision	300,000
Sums directed by the Secretary of State that are income in accordance with UK GAAP	0
Total Expenditure	54,161,760
Net Cost of HRA Services	(355,740)
Interest and investment income	(80,000)
(Surplus) or deficit for the year on HRA services	(435,740)

**CAPITAL PROGRAMME
2010-11 TO 2013-14**

SERVICE	PRIOR YEARS	Programme					2010/11 Funding					Total 2010/11	2011/12 Funding					Total 2011/12
		2010-11	2011-12	2012-13	2013-14	Total	Grants	MRA	Other (incl. S106)	Capital Receipts	Borrowing		Grants	MRA	Other (incl. S106)	Capital Receipts	Borrowing	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Services	359	627	1,562	400		2,948	627					627	1,458			104		1,562
Central Expenses	2,341	4,500	1,500	1,500		9,841				4,500		4,500				1,500		1,500
Children's Service	99,760	42,512	43,633	24,609	18,709	229,223	21,768		1,685	2,240	16,819	42,512	16,616		3,837	8,212	14,968	43,633
Corporate Governance	72	1	30			103				1		1				30		30
Commercial	15,209	3,815	7,777	9,309	1,000	37,110				2,097	1,719	3,815				7,082	695	7,777
Chief Executive Service	4,610	269	1,215			6,094			52	217		269				465	750	1,215
Deputy Chief Executive Services	85	485	341			911				485		485				341		341
Environment & Operations	27,090	15,802	13,799	2,000	2,000	60,691	6,957		2,261	3,828	2,756	15,802	4,933		237	4,359	4,270	13,799
Planning, Housing & Regeneration	27,638	8,357	9,397	250		45,642	4,655		804	2,898		8,357	750		3,650	3,845	1,152	9,397
Sub total - General Fund	177,164	76,368	79,254	38,068	21,709	392,563	34,007		4,802	16,266	21,294	76,368	23,757		7,724	25,938	21,835	79,254
Housing Revenue Account	159,145	18,261	21,421	10,555	10,551	219,933	1,474	6,333	50		10,404	18,261	5,800	12,460	3,059	102		21,421
Total - all services	336,309	94,629	100,675	48,623	32,260	612,495	35,481	6,333	4,852	16,266	31,698	94,629	29,557	12,460	10,783	26,040	21,835	100,675

**CAPITAL PROGRAMME
2010-11 TO 2013-14**

SERVICE	2012/13 Funding					Total 2012/13	2013/14 Funding					Total 2013/14	Total Funding					Total 2010/11- 2013/14	Prior years	Total
	Grants	MRA	Other (incl. S106)	Capital Receipts	Borrowing		Grants	MRA	Other (incl. S106)	Capital Receipts	Borrowing		Grants	MRA	Other (incl. S106)	Capital Receipts	Borrowing			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Services	400					400							2,485			104		2,589	359	2,948
Central Expenses				1,500		1,500										7,500		7,500	2,341	9,841
Children's Service	13,577		4,500	5,500	1,032	24,609	13,577		4,500	632		18,709	65,538		14,522	16,584	32,819	129,463	99,760	229,223
Corporate Governance																31		31	72	103
Commercial				9,084	225	9,309				1,000		1,000				19,263	2,639	21,901	15,209	37,110
Chief Executive Service															52	682	750	1,484	4,610	6,094
Deputy Chief Executive Services																826		826	85	911
Environment & Operations				2,000		2,000				2,000		2,000	11,890		2,498	12,187	7,026	33,601	27,090	60,691
Planning, Housing & Regeneration					250	250							5,405		4,454	6,743	1,402	18,004	27,638	45,642
Sub total - General Fund	13,977		4,500	18,084	1,507	38,068	13,577		4,500	3,632		21,709	85,318		21,526	63,919	44,636	215,399	177,164	392,562
Housing Revenue Account	50	8,975	1,531			10,555	50	9,020	1,481			10,551	7,374	36,788	6,121	102	10,404	60,788	159,145	219,933
Total - all services	14,027	8,975	6,031	18,084	1,507	48,623	13,627	9,020	5,981	3,632		32,260	92,692	36,788	27,647	64,021	55,040	276,187	336,309	612,495

CAPITAL PROGRAMME 2010-11 TO 2013-14
TOTAL CAPITAL FUNDING

Adult Social Services		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	2010-11 - 2013-14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
AS04	Improving the Care Environments for Older People	349	16					365	16				16	349	365
AS99	Outstanding commitments on completed schemes														0
	Broadfields - supporting living development		592	740				1,332	1,332				1,332	0	1,332
	Barnet Independent Living Service- Repair Works	10	19					29	19				19	10	29
	Centre for Independent Learning			72				72	72				72	0	72
	SWIFT ESCR/EDRM			646	400			1,046	1,046				1,046	0	1,046
IT04	SWIFT ESCR/EDRM			104				104			104		104	0	104
		359	627	1,562	400			2,948	2,485		104		2,589	359	2,948

CAPITAL PROGRAMME 2010-11 TO 2013-14

TOTAL CAPITAL FUNDING

Central Expenses	PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	2010/11-2013/14	Prior years funding	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CE01 Capitalised Redundancies	2,341	4,500	1,500	1,500			9,841			7,500		7,500	2,341	9,841
	2,341	4,500	1,500	1,500			9,841			7,500		7,500	2,341	9,841

CAPITAL PROGRAMME 2010-11 TO 2013-14
TOTAL CAPITAL FUNDING

Children's Service		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	2010/11-2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ED01	Schools Access Initiatives	509	489					998				489	489	509	998
ED05	LEA Liability at VA Schools re major capital schemes														0
ED12	Modernisation - all schools need														0
	Modernisation Programme prior Yrs	7,152	1,759					8,911	532		20	1,207	1,759	7,152	8,911
	Modernisation Programme 2010/11		2,180	35				2,215	685	161		1,369	2,215		2,215
	Modernisation Prim & Sec			4,109	4,109	4,109		12,327	12,327				12,327		12,327
ED16	Surestart														0
	Phase 2	2,738	50					2,788	50				50	2,738	2,788
	Phase 3	288	1,497					1,785	1,497				1,497	288	1,785
ED17	Big Lottery Fund Schemes	463						463						463	463
ED19	Underhill Infants - Childrens Centre	2,711	48	2				2,761				50	50	2,711	2,761
ED21	Hyde School Rebuild & Childrens Centre	10,331	205	50				10,586	4			251	255	10,331	10,586
ED	IS for Parents & Providers	24	2					26	2				2	24	26
ED62	Early Years - Quality & Access	627	1,463					2,090	1,463				1,463	627	2,090
ED63	Extended Schools	600	333					933	333				333	600	933
ED	Targeted Capital 14-19 SEN		1,927	400				2,327	392		1,720	215	2,327		2,327
															0

CAPITAL PROGRAMME 2010-11 TO 2013-14

TOTAL CAPITAL FUNDING

Children's Service		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	2010/11-2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ED22	Parkfield School	10,389	150					10,539				150	150	10,389	10,539
ED	Woodhouse School	349						349						349	349
ED23	Primary Schools Capital Investment Programme	27,397	9,662	7,948				45,007	536	760	1,000	15,314	17,610	27,397	45,007
ED25	East Barnet - Rebuild	27,644	5,878	1,100				34,622	728		1,500	4,750	6,978	27,644	34,622
ED26	Youth Capital Funding	319	132					451	86		46		132	319	451
ED27	Primary Capital Programme	6,147	12,490	4,795				23,432	12,387	3,740		1,158	17,285	6,147	23,432
ED67	Exceptional capital funding for cooking space	90	855					945	855				855	90	945
ED68	Aiming High for Disabled Children	60	444					504	444				444	60	504
ED99	Outstanding commitments on completed schemes	237	118					355			118		118	237	355
	TCF - Kitchen & Dining	24	1,787					1,811	1,252	511		24	1,787	24	1,811
	Building Schools for the Future	207						207						207	207
	Co-location	33						33						33	33
	Emergency Works	69						69						69	69

CAPITAL PROGRAMME 2010-11 TO 2013-14
TOTAL CAPITAL FUNDING

Children's Service	PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	2010/11-2013/14	Prior years funding	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ED69 Youth Equipment and Development Fund (formerly Fairplay Playbuilders - From E&O)	592		374				966	374				374	592	966
Urgent Primary Places Perm.		580	18,620	10,000	5,500		34,700	18,240		9,310	7,150	34,700		34,700
Urgent Primary Places Temp	712	463	3,200	3,000	1,600		8,975	4,351	350	2,870	692	8,263	712	8,975
General Schools Organisations			3,000	3,000	3,000		9,000	9,000				9,000	0	9,000
													0	0
Mill Hill East - Primary				4,500	4,500		9,000		9,000			9,000	0	9,000
Integrated Childrens System	48						48						48	48
													0	0
	99,760	42,512	43,633	24,609	18,709		229,223	65,538	14,522	16,584	32,819	129,463	99,760	229,223
SCHEMES IMPLEMENTED BY SCHOOLS														0
Pupil Referral Unit - DFC														0
New Deals for Schools Devolved Formula	10,797	3,172					13,969	3,172				3,172	10,797	13,969
DFC - including Pupil referral Unit			1,059				1,059	1,059				1,059		1,059
Harnessing Technology Grant	1,800	913					2,713	875	38			913	1,800	2,713
Locally Controlled Voluntarily Aided Programme: (LCVAP)	5,689	1,461	2,399	2,399	2,399		14,347	8,658				8,658	5,689	14,347
Specialist Schools (Capital Grant)	400						400						400	400
	118,446	48,058	47,091	27,008	21,108		261,711	79,302	14,560	16,584	32,819	143,265	118,446	261,711

CAPITAL PROGRAMME 2010-11 TO 2012-13

TOTAL CAPITAL FUNDING

Corporate Governance	PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
LP04 Emergency Response Command Centre	72	1	30				103			31		31	72	103
	72	1	30				103			31		31	72	103

CAPITAL PROGRAMME 2010-11 TO 2012-13
TOTAL CAPITAL FUNDING

Commercial		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD42	Arts Depot Lift	13	2	80				95			82		82	13	95
HE01	North London Business Park - planning reception area	61	39					99				39	39	61	99
HE08	Energy Efficiency Measures	314	160					474			160		160	314	474
HE09	Accommodation Strategy														
	Office Consolidation	1,762	929	452				3,143			647	734	1,381	1,762	3,143
	HTH Committee room refurb	1,845	151					1,996			151		151	1,845	1,996
HE11	Friary House	182	577					759			59	518	577	182	759
IT04	Electronic Social Care Record (ESCR)	182		283				465			283		283	182	465
	Electronic Documents and Records Management System (EDRM)	3,240	720	1,318	225			5,503			2,038	225	2,263	3,240	5,503
IT10	Modernising the Way We Work	5,348	732	391				6,471				1,123	1,123	5,348	6,471
IT12	Business Systems Disaster Recovery	14	160	206				380			366		366	14	380
IT13	Project & Programme Management Software	148	10					158			10		10	148	158
IT14	Shared Service Centre	1,065	50	35				1,150			85		85	1,065	1,150

CAPITAL PROGRAMME 2010-11 TO 2012-13
TOTAL CAPITAL FUNDING

Commercial		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
IT15	SWIFT	476	66	38				580			104		104	476	580
IT16	Education Management Information System	310		44				354			44		44	310	354
	Depot Relocation	249	200	3,800	8,084			12,333			12,084		12,084	249	12,333
	Air Conditioning Building 4		20	130				150			150		150		150
	IS Refresh			1,000	1,000	1,000		3,000			3,000		3,000		3,000
		15,209	3,815	7,777	9,309	1,000		37,110			19,263	2,639	21,901	15,209	37,110

CAPITAL PROGRAMME 2010-11 TO 2012-13

TOTAL CAPITAL FUNDING

Chief Executives	PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD41 Land & Assets Programme														
Plantech Implementation programme	662	23					685			23		23	662	685
GIS	100	45	42				187			87		87	100	187
ED28 Libraries Strategy	1,243	58					1,301		50	8		58	1,243	1,301
Minor works	104	2					106		2			2	104	106
IT09 Customer Relationship Management (CRM)	2,501	81	18				2,600			99		99	2,501	2,600
Customer Services Transformation		60	1,155				1,215			465	750	1,215		1,215
	4,610	269	1,215				6,094		52	682	750	1,484	4,610	6,094

CAPITAL PROGRAMME 2010-11 TO 2012-13

TOTAL CAPITAL FUNDING

Deputy Chief Executives	PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
DCE Pericles	85	485	341				911			826		826	85	911
	85	485	341				911			826		826	85	911

CAPITAL PROGRAMME 2010-11 TO 2013-14
TOTAL CAPITAL FUNDING

Environment & Operations		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EN02	Recycling - Green Bins	897	156					1,053			156		156	897	1,053
EN12	Closed Circuit Television in Town Centres Radio Communications System	20	62					82			62		62	20	82
EN15	2006-07 Town Centre Programmes: NRF Funding East Finchley/Burnt Oak - CCTV, Development & Delivery	118	22					140			22		22	118	140
EN99	Outstanding Environment services commitments on completed schemes		77					77			77		77		77
EN1	Victoria Park Pavillion Rebuild	24	38					62				38	38	24	62
HD01	Structural Maintenance of Bridges - Previous Years	199	(8)					191	(8)				(8)	199	191
	2010/11 Allocation		5					5	5				5		5
	<i>Programmes funded by Transport For London</i>														
HD03	Local Safety Schemes - previous years	474	393					867	393				393	474	867
	<i>Programmes funded by Transport For London</i>														
HD04	Carriageway Reconstruction - Principal Roads previous years	2,322	124					2,446	124				124	2,322	2,446
	<i>Programmes funded by Transport For London</i>														

CAPITAL PROGRAMME 2010-11 TO 2013-14
TOTAL CAPITAL FUNDING

Environment & Operations		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD07/08	Road Traffic Act - Controlled Parking Zones														
	Previous years	607	528	184				1,319		(26)	738		712	607	1,319
	2010-11 Programme		14					14		14			14		14
	<i>Programme funded from Special Parking Account/S106</i>														
HD10	Previous years	127	537	23				687		384		176	560	127	687
	2010/11 Allocation		18					18		18			18		18
HD11	London Bus Priority Network - Previous years	10						10						10	10
	2009/10 Programme	337	31					368	31				31	337	368
	<i>Programme funded by Transport For London</i>														
HD12	Cycling - Previous years	125	108					233	108				108	125	233
	<i>Programme funded by Transport For London</i>														
HD14	Traffic Management		9	135				144		144			144		144
	<i>Funded by S106 Agreement</i>														
HD19	Cartwright Memorial, St Mary's Church	16	5	30				51				35	35	16	51
HD25	Bus Stop Accessibility														
	2009-10 Allocation	38	16					54	16				16	38	54
	<i>Programmes funded by Transport For London</i>														

CAPITAL PROGRAMME 2010-11 TO 2013-14
TOTAL CAPITAL FUNDING

Environment & Operations		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD33	Colindale Development Area														
	Reconstruction of the railway bridges	19,091	1,246	740				21,077		252		1,734	1,986	19,091	21,077
	A41/Aerodrome Road junction improvement works		350					350		350			350		350
	Controlled Parking Zones		40					40		40			40		40
	Aerodrome Road - additional pedestrian facilities		40					40		40			40		40
	Colindale Station Interchange		50					50		50			50		50
	new scheme to be approved (Public Transportation)		10					10		10			10		10
	new scheme to be approved (Public Transportation)		100					100		100			100		100
	Colindale CPZ Parking Review Feasibility Study- Colindale Hospital		15					15		15			15		15
	CDA- Colindale Hospital		10					10		10			10		10
	GAF 3 Funding of Transport Projects	418	262					680	262				262	418	680
HD34	Minor TFL Allocations - Previous years	82						82						82	82
	Walking		74					74	74				74		74
	Local Choice on Transport Priorities		62					62	62				62		62
	<i>Programmes funded by Transport For London</i>														
HD35	Highways Investment - Previous years	243	248	27				518		137		138	275	243	518
	2010/11 Allocation		2,298	5				2,303		368	800	1,135	2,303		2,303
	<i>Programmes funded by Prudential Borrowing / S106</i>														
HD36	School Travel Plans (STPs) - Previous years	503	69					572	69				69	503	572
	<i>Programmes funded by Transport For London</i>														

CAPITAL PROGRAMME 2010-11 TO 2013-14

TOTAL CAPITAL FUNDING

Environment & Operations		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD38	Carriageway and Footways - Previous years	550	193					743	29			164	193	550	743
	Capitalisation of planned maintenance	(238)		1,500				1,262				1,500	1,500	(238)	1,262
HD39	Travel Plan Implementation		33					33				33	33		33
HD43	Congestion Reduction Methods	874	26					900				26	26	874	900
	<i>Programmes funded by Prudential Borrowing</i>														
HD44	Local Accessibility Scheme (LAS) Work Programme														
	2009/10 LAS Programme	37	3					40	3				3	37	40
	<i>Programmes funded by Transport For London</i>														
	<u>Local Implementation Plan</u>														
HD45	Road Maintenance		764					764	764				764		764
HD46	Corridors		1,979					1,979	1,979				1,979		1,979
HD47	Neighbourhoods		1,725					1,725	1,725				1,725		1,725
HD48	Smarter Travel		776					776	776				776		776
HD49	Local Transport Funding		100	100				200	200				200		200
	Cycling on Greenways		30					30	30				30		30
new	Principal Road Maintenance			653				653	653				653		653
new	Corridors, Neighbourhoods and Supporting Measures			3,888				3,888	3,888				3,888		3,888
	Carriageway and Footway			2,000	2,000	2,000		6,000			4,000	2,000	6,000		6,000
	Waste etc			3,000				3,000			3,000		3,000		3,000
	Parking			1,000				1,000			1,000		1,000		1,000

CAPITAL PROGRAMME 2010-11 TO 2013-14

TOTAL CAPITAL FUNDING

Environment & Operations		PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD50	Pothole Elimination Programme														
	Phase 1		693					693			693		693		693
	Phase 2		1,944					1,944	276	473	1,195		1,944		1,944
HD99	Outstanding Transport commitments on completed schemes		6					6			6		6		6
	Improvements to six of the Borough's Parks		72					72		72			72		72
ED69	Fairplay Playbuilders		1					1	1				1		1
	Copthall Roof	43	47					90				47	47	43	90
LP05	CCTV Installation	173	263	175				611			438		438	173	611
SD05	Building Safer Communities		54					54	54				54		54
	Dollis Valley Greenwalk		84	339				423	376	47			423		423
		27,090	15,802	13,799	2,000	2,000		60,691	11,890	2,498	12,187	7,026	33,601	27,090	60,691

CAPITAL PROGRAMME 2010-11 TO 2012-13

TOTAL CAPITAL FUNDING

Planning, Housing and Regeneration	PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HOUSING GENERAL FUND:														
HS01 Housing Association Programme	5,192	691	3,650				9,533		4,341			4,341	5,192	9,533
HS17 GF Regeneration	15,013	1,010	2,347				18,370			3,108	249	3,357	15,013	18,370
HS27 Disabled Facilities Grant - Mandatory	6,794	1,304	1,500				9,598	1,555		1,249		2,804	6,794	9,598
Disabled Facilities Grant - Discretionary	309	119	300				728			419		419	309	728
HS28 Housing Management System		20	314				334			334		334		334
HS29 Greentop Centre	170						170						170	170
HS30 Open Space Landscaping		113					113		113			113		113
Hostel Refurbishment Programme		620	196				816			816		816		816
EN11 Environmental Officer - capitalisation of salary	160	80	40				280			120		120	160	280
West Hendon Scheme		3,850					3,850	3,850				3,850		3,850
Mill Hill East		550	1,050	250			1,850			697	1,153	1,850		1,850
	27,638	8,357	9,397	250			45,642	5,405	4,454	6,743	1,402	18,004	27,638	45,642

CAPITAL PROGRAMME 2010-11 TO 2013-14
TOTAL CAPITAL FUNDING

Housing Revenue Account	PRIOR YEARS	2010-11	2011-12	2012-13	2013-14	Future years	Total	Grants	MRA	Other (incl. S106)	Capital Receipts	Borrowing	Funding 2010/11 - 2013/14	Prior years funding	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HRA PROGRAMME:															
Cash Incentives - Managed by Barnet Homes	3,207	427	102				3,736				102	427	529	3,207	3,736
Housing Renovation Programme Current Programme - Managed by Barnet Homes Partnering Packages															
Barnet	37,433	4,100	1,438	700	1,167		44,838		3,601	1,476		2,328	7,405	37,433	44,838
Finchley	18,394	4,100	1,438	700	1,167		25,799		2,965	1,476		2,964	7,405	18,394	25,799
Hendon/Edgware	44,638	300	1,438	700	1,167		48,243		2,129	1,476			3,605	44,638	48,243
Sheltered/Hostels	8,493	50	73	61	53		8,730		210	27			237	8,493	8,730
Renovations / Modernisation		4,044	5,949	4,932	4,302		19,227		17,619	499		1,109	19,227		19,227
Granville Road, Tower Blocks		1,224	7,550	100			8,874	6,974	1,550	350			8,874		8,874
Adaptations	7,141	1,000	1,000	1,000	1,000		11,141		3,000			1,000	4,000	7,141	11,141
Regeneration Estates	4,465	1,550	800	1,000	500		8,315		1,900	450		1,500	3,850	4,465	8,315
Miscellaneous Works	10,870	1,076	1,583	1,312	1,145		15,986		3,674	367		1,076	5,116	10,870	15,986
Extensions and Deconversions	249	390	50	50	50		789	400	140				540	249	789
Transitional Programme	24,255						24,255							24,255	24,255
	159,145	18,261	21,421	10,555	10,551		219,933	7,374	36,788	6,121	102	10,404	60,788	159,145	219,933

**Treasury Management Strategy Statement
and Investment Strategy 2011/12 to 2013/14**

APPENDIX 9

**London Borough of Barnet
Treasury Management Strategy Statement
and Investment Strategy 2011/12 to 2013/14**

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- 1. Background**
- 2. Balance Sheet and Treasury Position**
- 3. Borrowing and Rescheduling Strategy**
- 4. Outlook for Interest Rates**
- 5. Investment Policy and Strategy**
- 6. Balanced Budget Requirement**
- 7. 2011/12 MRP Statement**
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Annexes

- A. Current and Projected Portfolio Position**
- B. Interest Rate Outlook: The Council's and Arlingclose's**
- C. Specified Investments for use by the Council**

**Treasury Management Strategy Statement
and Investment Strategy 2011/12 to 2013/14**

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

1. Background

- 1.1. The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis. The TMSS also incorporates the Investment Strategy as required under the CLG's Investment Guidance.
- 1.2. CIPFA has defined Treasury Management as:
"the management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.3. The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk are integral element to treasury management activities and include Credit and Counterparty Risk, Liquidity Risk, Market or Interest Rate Risk, Refinancing Risk and Legal and Regulatory Risk.
- 1.4. The strategy takes into account the impact of the Council's Revenue Budget and Capital Programme on the Balance Sheet position, the current and projected Treasury position (Annex A), the Prudential Indicators and the outlook for interest rates (Annex B).
- 1.5. The purpose of this TMSS is to approve:
 - Treasury Management Strategy for 2010-11 (Borrowing and Debt Rescheduling - Section 4, Investments - Section 5)
 - Prudential Indicators – (NB: the Authorised Limit is a statutory limit)
 - MRP Statement – Section 8
 - Use of Specified and Non-Specified Investments – Annex A
- 1.6. All treasury activity will comply with relevant statute, guidance and accounting standards.

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

2. Balance Sheet and Treasury Position

2.1. The underlying need to borrow for capital purposes, as measured by the Capital Financing Requirement (CFR)¹, together with Balances and Reserves, are the core drivers of Treasury Management Activity. The estimates, based on the current Revenue Budget and Capital Programmes, are:

	31/03/2011 Estimate £000	31/03/2012 Estimate £000	31/03/2013 Estimate £000	31/03/2014 Estimate £000
General Fund CFR	173,427	187,889	181,088	172,709
HRA CFR	97,889	97,889	215,889	215,889
Total CFR	271,316	285,778	396,977	388,598
Less:				
Existing Profile of Borrowing and Other Long Term Liabilities	-218,325	-214,630	-211,947	-209,355
Cumulative Maximum Additional External Borrowing Requirement	52,991	71,148	185,030	179,000
Balances & Reserves	-69,984	-69,097	-69,247	-68,317
Cumulative Net Borrowing Requirement/(Investments)	-16,993	2,051	115,783	110,683

2.2. The Council's level of physical debt and investments is linked to these components of the Balance Sheet. The current portfolio position is set out at **Annex A**. Market conditions, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position. The Council will ensure that net physical external borrowing² (i.e. net of investments) will not exceed the CFR other than for short term cash flow requirements.

Estimates of Capital Expenditure:

¹ The Capital Financing Requirement measures the Council's underlying need to borrow for capital purposes.

² This is a key indicator of prudence and should not exceed the Capital Financing Requirement. As the CFR represents the level of borrowing for capital purposes, and revenue expenditure cannot be financed from borrowing, net physical external borrowing should not exceed the CFR other than for short term cash flow requirements.

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

2.3. It is a requirement of the Prudential Code to ensure that capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

Capital Expenditure	2010/11 Approved £000	2010/11 Revised £000	2011/12 Estimate £000	2012/13 Estimate £000	2013/14 Estimate £000
Non-HRA	89,141	76,368	79,254	38,068	21,709
HRA	24,373	18,261	21,421	128,855	10,551
Total	113,514	94,629	100,675	166,923	32,260

2.4. Capital expenditure is expected to be financed as follows ³:

Capital Financing	2010/11 Approved £m	2010/11 Revised £m	2011/12 Estimate £m	2012/13 Estimate £m	2013/14 Estimate £m
Capital receipts	3,965	16,266	26,040	18,084	3,632
Government Grants	44,430	41,814	42,017	23,001	22,647
Major Repairs Allowance					
Revenue contributions	14,119	4,852	10,783	6,031	5,981
Total Financing	62,514	62,932	78,840	47,116	32,260
Supported borrowing					
Unsupported borrowing	51,000	31,698	21,835	119,507	0
Total Funding	51,000	31,698	21,835	119,507	0
Total Financing and Funding	113,514	94,630	100,675	166,623	32,260

Incremental Impact of Capital Investment Decisions

2.5. As an indicator of affordability the table below shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

³ The element to be financed from borrowing impacts on the movement in the Capital Financing Requirement. An increase in the CFR in turn produces an increased requirement to charge MRP in the Revenue Account.

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

Incremental Impact of Capital Investment Decisions	2010/11 Approved £	2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £
Increase in Band D Council Tax	14.37	6.53	0.45	0
Increase in Average Weekly Housing Rents	0	0	0	0

Reform to the Council Housing Subsidy System

2.6. CLG consulted on proposals to reform the council housing subsidy system in July 2010. The consultation has resulted in the removal of the subsidy system by offering a one-off reallocation of debt. **The new system will commence on 1 April 2012 and will require the Council to fund the £118 million in the medium term through external borrowing.** The Council has the option of borrowing from the PWLB or the market. The type of loans taken will be decided on in discussions with the Housing department and the councils' Treasury Advisors.

Financing costs

2.7. The estimate for interest payments in 2011/12 is £8.65m and for interest receipts is £1.09m. The ratio of financing costs to the Council's net revenue stream⁴ is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2010/11 Approved %	2010/1 1 Revised %	2011/1 2 Estimate %	2012/1 3 Estimate %	2013/1 4 Estimate %
Non-HRA	3.73	4.05	4.14	3.99	3.94
HRA	9.72	5.62	4.85	19.85	20.02

3. Borrowing and Rescheduling Strategy

⁴ The Capital Financing Requirement measures the Council's underlying need to borrow for capital purposes.

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

3.1. The Council's balance of actual gross borrowing plus other long-term liabilities is shown in Annex A. This is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit. Please note the both the Operational Boundary and Authorised Limit calculations include the additional HRA borrowing of £118 million.

3.2. The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

Authorised Limit for External Debt	2010/11 Approved £000	2010/11 Revised £000	2011/12 Estimate £000	2012/13 Estimate £000	2013/14 Estimate £000
Borrowing	324,694	407,144	430,662	424,009	326,196
Other Long-term Liabilities	33,156	30,859	33,156	32,902	32,671
Total	357,851	438,003	463,818	456,911	358,867

3.3. The **Operational Boundary** links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Operational Boundary for External Debt	2010/11 Approved £000	2010/11 Revised £000	2011/12 Estimate £000	2012/13 Estimate £000	2013/14 Estimate £000
Borrowing	324,695	407,144	430,662	424,009	326,196
Other Long-term Liabilities	18,156	15,859	18,156	17,902	17,671
Total	342,851	423,003	448,818	441,911	343,867

3.4. The Deputy Chief Executive has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of the Cabinet Resources Committee

3.5. In conjunction with advice from its treasury advisor, Arlingclose Ltd, the Council will keep under review the following borrowing options⁵:

- PWLB loans
- Borrowing from other local authorities
- Borrowing from institutions such as the European Investment Bank and directly from Commercial Banks
- Borrowing from the Money Markets
- Local authority stock issues
- Structured finance

3.6. Notwithstanding the issuance of Circular 147 on 20th October following the CSR announcement which increases the cost of new local authority fixed rate loans to 1% above the cost of the Government's borrowing, the PWLB remains an attractive source of borrowing, given the transparency and control that its facilities continue to provide. The types of PWLB borrowing that are considered appropriate for a low interest rate environment are:

- Variable rate borrowing
- Medium-term year Equal Instalments of Principal (EIP) or Annuity Loans
- Long-term Maturity loans, where affordable

Capital expenditure levels, market conditions and interest rate levels will be monitored during the year in order to minimise borrowing costs over the medium to longer term and maintaining stability. The differential between debt costs and investment earnings, despite long term borrowing rates being at low levels, remains acute and this is expected to remain a feature during 2011/12. The "cost of carry" associated with medium- and long-term borrowing compared to temporary investment returns means that new fixed rate borrowing could entail additional short-term costs. The use of internal resources in lieu of borrowing may again, in 2011/12, be the most cost effective means of financing capital expenditure.

⁵ These sources of borrowing should also then be included in the Treasury Management Practices.

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3.7. PWLB variable rates are expected to remain low as the Bank Rate is maintained at historically low levels for an extended period. Exposure to variable interest rates will be kept under regular review. Each time the spread between long-term rates and variable rates narrows by 0.50%, this will trigger a formal review point and options will be considered in conjunction with the Authority's Treasury Advisor and decisions taken on whether to retain the same exposure or change from variable to fixed rate debt.

3.8. The Council has £62.5m loans which are LOBO loans (Lender's Options Borrower's Option) of which £7.5m of loans are currently in or will be in their call period in 2011/12. In the event that the lender exercises the option to change the rate or terms of the loan, the Council will consider the terms being provided and repayment of the loan without penalty. The Council may utilise cash resources for repayment or may consider replacing the loan(s) by borrowing from the PWLB. The default response will however be early repayment without penalty.

3.9 The Council is not expected to borrow in advance of need in 2011/12.

3.10 The rationale for rescheduling would be one or more of the following:

- Savings in interest costs with minimal risk
- Balancing the volatility profile (i.e. the ratio of fixed to variable rate debt) of the debt portfolio
- Amending the profile of maturing debt to reduce any inherent refinancing risks.

As opportunities arise, they will be identified by Arlingclose and discussed with the Council's officers.

3.11 Borrowing and rescheduling activity will be reported to the Cabinet Resources Committee.

3.12 The following Prudential Indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments.

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The Council's existing level of fixed interest rate exposure is 100% and variable rate exposure is 0%.

	2010/11 Approved %	2010/11 Revised %	2011/12 Estimate %	2012/13 Estimate %	2013/14 Estimate %
Upper Limit for Fixed Interest Rate Exposure	100%	100%	100%	100%	100%
Upper Limit for Variable Interest Rate Exposure	30%	30%	30%	30%	30%

3.13. The Council will also limit and monitor large concentrations of fixed rate debt needing to be replaced. Limits in the following table are intended to control excessive exposures to volatility in interest rates when refinancing maturing debt.

Maturity structure of fixed rate borrowing	Existing level (or Benchmark level) at 31/03/10 %	Lower Limit for 2011/12 %	Upper Limit for 2011/12 %
under 12 months	0.4	0	50
12 months and within 24 months	0	0	50
24 months and within 5 years	1.92	0	75
5 years and within 10 years	0	0	75
10 years and within 20 years	14.3	0	100
20 years and within 30 years	21.2	0	100
30 years and within 40 years	21.08	0	100
40 years and within 50 years	13.25	0	100
50 years and above	27.85	0	100

4. **Investment Policy and Strategy**

4.1. Guidance from CLG on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set.

4.2. The Council's investment priorities are:

- Security of the invested capital;

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

- Liquidity of the invested capital;
 - An optimum yield which is commensurate with security and liquidity.
- 4.3. Investments are categorised as ‘Specified’ or ‘Non Specified’ investments based on the criteria in the CLG Guidance. Potential instruments for the Council’s use within its investment strategy are contained in Appendix C. The Chief Finance Officer, under delegated powers, will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. Decisions taken on the core investment portfolio will be reported to the Cabinet Resources Committee.
- 4.4. Changes to investment strategy for 2011/12 include:
- AAA-rate Variable Net Asset Value (VNAV) Money Market Funds
 - T-Bills
 - Term deposits in Sweden
 - Maximum duration for new deposits 2 years
- 4.5. The management of risks, including the risk of loss of the borrowed capital are identical to all forms of investment as set out in this strategy. The risk associated with interest rate changes are based on the Interest Rate forecast at Annex C and the current “cost of carry”.
- 4.6. The Council’s current level of investments is presented at Annex A.
- 4.7. The Council’s in-house investments are made with reference to the outlook for the UK Bank Rate and money market rates.
- 4.8. In any period of significant stress in the markets, the default position is for investments to be made with the Debt Management Office or UK Treasury Bills. (The rates of interest from the DMADF are below equivalent money market rates, but the returns are an acceptable trade-off for the guarantee that the Council’s capital is secure.)
- 4.9. The Council selects countries and the institutions within them, for the counterparty list after analysis and careful monitoring of:
- Credit Ratings (minimum long-term A+ for counterparties; AA+ for countries)
 - Credit Default Swaps (where quoted)

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- GDP; Net Debt as a Percentage of GDP
- Sovereign Support Mechanisms/potential support from a well-resourced parent institution
- Share Prices
- Macro-economic indicators
- Corporate developments, news and articles, market sentiment.

4.10. The Council and its Treasury Advisors, Arlingclose, will continue to analyse and monitor these indicators and credit developments on a regular basis and respond as necessary to ensure security of the capital sums invested.

4.11. The UK Bank Rate has been maintained at 0.5% since March 2009, and is anticipated to remain at low levels throughout 2011/12. Short-term money market rates are likely to remain at very low levels for an extended period which will have a significant impact on investment income.

4.12. The Council has placed an upper limit for principal sums invested for over 364 days, as required by the Prudential Code. This limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for total principal sums invested over 364 days ⁶	2010/11 Approved £m	2010/11 Revised £m	2011/12 Estimate £m	2012/13 Estimate £m	2013/14 Estimate £m
	0	0	0	0	0

5. Outlook for Interest Rates

5.1 The economic interest rate outlook provided by the Council's treasury advisor, Arlingclose Ltd, is attached at Annex B. The Council will reappraise its strategy from time to time and, if needs be, realign it with evolving market conditions and expectations for future interest rates.

6. Balanced Budget Requirement

⁶ Please make allowance within this Indicator for amounts invested for **1 year**, i.e 365/366 days.

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

6.1. The Council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.

7. **2011/12 MRP Statement**⁷

7.1. The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to “have regard” to such Guidance under section 21(1A) of the Local Government Act 2003.

7.2. The four MRP options available are:

Option 1: Regulatory Method

Option 2: CFR Method

Option 3: Asset Life Method

Option 4: Depreciation Method

NB This does not preclude other prudent methods.

7.3. MRP in 2011/12: Options 1 and 2 may be used only for supported expenditure. Methods of making prudent provision for self financed expenditure include Options 3 and 4 (which may also be used for supported expenditure if the Council chooses).

7.4. The MRP Statement will be submitted to Council before the start of the 2011/12 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.

7.5. The Council will apply Option 2 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure.

MRP in respect of leases brought on Balance Sheet under the IFRS-based Code of Practice will match the annual principal repayment for the associated deferred liability.

⁷ The Annual MRP Statement is subject to Council approval and may therefore be reported separately to Council instead of being incorporated into the TMSS.

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

8. Monitoring and Reporting on the Treasury Outturn and Prudential Indicators

Treasury activity is monitored and reported internally to Deputy Chief Executive. The Prudential Indicators will be monitored through the year and reported as under:

The Deputy Chief Executive will report to the Cabinet Resources Committee on treasury management activity / performance and Performance Indicators as follows:

- (a) Quarterly against the strategy approved for the year.
- (b) The Council will produce an outturn report on its treasury activity no later than 30th September after the financial year end.
- (c) The Budget Performance Overview and Scrutiny Committee will be responsible for the scrutiny of treasury management activity and practices.

9. Other Items

Training

CIPFA's Code of Practice requires the Deputy Chief Executive to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

Investment Consultants

The CLG's Guidance on local government investments recommend that the Investment Strategy should state:

- Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and
- How the quality of any such service is controlled.

Following a tender process, the Council appointed Arlingclose as their Treasury Investment Consultants from effect 1 August 2010. Arlingclose provide advice, information and assistance with investments, borrowing, debt restructure, market conditions and compliance with legislation. The services provided by Arlingclose are reviewed on an informal basis during quarterly meetings with officers.

Treasury Management Strategy Statement and Investment Strategy 2011/12 to 2013/14

ANNEX A

EXISTING PORTFOLIO PROJECTED FORWARD

	Current Portfolio £m	%	31 Mar 11 Estimate £m	31 Mar 12 Estimate £m	31 Mar 13 Estimate £m	31 Mar Estimate £m
External Borrowing:						
Fixed Rate – PWLB	147,000		140,000	139,000	139,000	139,000
Fixed Rate – Market	67,500		62,500	62,500	62,500	62,500
Variable Rate – PWLB	-		-	-	-	-
Variable Rate – Market	-		-	-	-	-
Total External Borrowing	214,500		202,500	201,500	201,500	201,500
Existing long-term liabilities	214,500		202,500	201,500	201,500	201,500
IFRS Long Term Liabilities:						
- PFI	15,859		18,156	17,902	17,671	17,409
- Operating Leases						
Total Gross External Debt	230,359		220,656	219,402	219,171	218,900
Investments:						
<i>Managed in-house</i>						
- Short-term monies (Deposits/ monies on call /MMFs)	187,500		137,485	136,313	132,313	132,313
- Long-term investments (maturities over 12 months)						
Total Investments	187,500		137,485	136,313	132,313	132,313
(Net Borrowing Position)/ Net Investment position	42,859		83,171	83,089	86,858	86,587

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ANNEX B

Arlingclose's Economic and Interest Rate Forecast

	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13
Official Bank Rate											
Upside risk	-	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.75	1.00	1.25	1.50	2.00	2.50	2.75	2.75
Downside risk	-	-	-	- 0.25	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50
1-yr LIBID											
Upside risk	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.50	3.50
Downside risk	- 0.25	- 0.25	- 0.25	- 0.25	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50
5-yr gilt											
Upside risk	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	2.00	2.25	2.75	3.25	3.50	3.75	4.00	4.00	4.00	4.00	4.00
Downside risk	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25
10-yr gilt											
Upside risk	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50
Central case	3.50	3.75	3.75	4.00	4.25	4.50	4.75	4.75	4.75	4.75	4.75
Downside risk	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25
20-yr gilt											
Upside risk	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50
Central case	4.25	4.50	4.75	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Downside risk	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25
50-yr gilt											
Upside risk	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	4.25	4.25	4.50	4.75	4.75	4.75	4.75	4.50	4.50	4.50	4.50
Downside risk	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25	- 0.25

- The recovery in growth is likely to be slow, uneven and more “Square root” than “V” shaped.
- The initial reaction to the CSR is positive but implementation risks remain.
- The path of base rates reflects the fragility of the recovery and the significantly greater fiscal tightening of the emergency budget. With growth and underlying inflation likely to remain subdued, the Bank will stick to its lower for longer stance on policy rates.
- Gilts will remain volatile as the growth versus headline inflation debate escalates

Underlying assumptions:

- The framework and target announced in the Comprehensive Spending Review to reduce the budget deficit and government debt are the same as announced in June and focuses on how the cuts are to be distributed. The next big fiscal milestone will be the Office Of Budget Responsibility's assessment of the CSR's implications for growth, employment and inflation.
- The minutes of the Monetary Policy Committee's meeting suggest an increased likelihood of further Quantitative Easing. Money supply is weak and growth prospects remain subdued. The analysis and projections in November's Quarterly Inflation Report will

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give the Bank of England the opportunity to re-evaluate the outlook for economic activity and inflation and the fiscal impact of the CSR.

- Consumer Price Inflation is stubbornly above 3% and could remain higher than the MPC has previously forecast.
- The employment outlook remains uncertain, as unemployment remains near a 16 year high at just over 2.4 Million.
- The recently announced Basel III capital/liquidity rules and extended timescales is positive for banks. However, the restructuring of UK bank balance sheets is ongoing and expected to take a long time to complete, and is a pre-condition for eventual normalisation of credit conditions and bank lending.
- A high savings ratio combined with a reduction in net consumer credit and weak consumer confidence are consistent with lower consumption and therefore future trend rate of growth despite Q2's strong performance.
- Uncertainty surrounding Eurozone sovereign debt and the risk of contagion will remain a driver of global credit market sentiment.
- The US Federal Reserve downgraded its outlook for US growth; the Fed is concerned enough to signal further QE through asset purchases might be required. Industrial production and growth in the Chinese economy are showing signs of slowing. Both have implications for the global economy.

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ANNEX C

Specified and Non Specified Investments

Specified Investments identified for use by the Council

Specified Investments will be those that meet the criteria in the CLG Guidance, i.e. the investment

- is sterling denominated
- has a maximum maturity of 1 year
- meets the “high credit quality” as determined by the Council or is made with the UK government or is made with a local authority in England, Wales, Scotland or Northern Ireland or a parish or community council.
- the making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

“Specified” Investments identified for the Council’s use are:

- Deposits in the DMO’s Debt Management Account Deposit Facility
- Deposits with UK local authorities
- Deposits with banks and building societies
- *Certificates of deposit with banks and building societies
- *Gilts: (bonds issued by the UK government)
- *Bonds issued by multilateral development banks
- Treasury-Bills (T-Bills)
- AAA-rated Money Market Funds with a Constant Net Asset Value (CNAV)
- AAA-rated Money Market Funds with a Variable Net Asset Value (VNAV)
- Other Money Market Funds and Collective Investment Schemes– i.e. credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

1. ** Investments in these instruments will be on advice from the Council’s treasury advisor.*

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2. *The use of the above instruments by the Council's fund manager(s) will be by reference to the fund guidelines contained in the agreement between the Council and the individual manager.*

For credit rated counterparties, the minimum criteria will be the lowest equivalent short-term and long-term ratings assigned by Fitch, Moody's and Standard & Poor's (where assigned).

Long-term minimum: A+ (Fitch); A1 (Moody's); A+ (S&P)

Short-term minimum: F1 (Fitch); P-1 (Moody's); A-1 (S&P)

The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	No limit
Term Deposits/Call Accounts	UK*	Counterparties rated at least A+ Long Term and F1 Short Term (or equivalent)	
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A+ Long Term and F1 Short Term (or equivalent) in select countries with a Sovereign Rating of at least AA+	
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	

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AAA-rated Money Market Funds	UK/Ireland/Luxembourg domiciled	CNAV MMFs VNAV MMFs (where there is greater than 12 month history of a consistent £1 Net Asset Value)	
Other MMFs and CIS	UK/Ireland/Luxembourg domiciled	Pooled funds which meet the definition of a Collective Investment Scheme per SI 2004 No 534 and subsequent amendments	

NB Any existing deposits outside of the current criteria will be reinvested with the above criteria on maturity.

For Non-UK Banks - a maximum exposure of £40million per country will apply to limit the risk of over-exposure to any one country.

Money Market Funds – investments will be diversified amongst at least two or more funds.

Group Limits - For institutions within a banking group, a £37.5 million total limit will be applied (1.5 times the individual limit of a single bank within that group).

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limit £m	Maximum Group Limit (if applicable) £m
Term Deposits/Call Accounts	UK	Santander UK Plc (Banco Santander Group)	£25,000,000	
Term Deposits/Call Accounts	UK	Bank of Scotland (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Lloyds TSB (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Barclays Bank Plc	£25,000,000	
Term Deposits/Call Accounts	UK	Clydesdale Bank (National Australia Bank Group)	£25,000,000	£37,500,000

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Term Deposits/Call Accounts	UK	HSBC Bank Plc	£25,000,000	
Term Deposits/Call Accounts	UK	Nationwide Building Society	£25,000,000	
Term Deposits/Call Accounts	UK	NatWest (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Royal Bank of Scotland (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	Australia	Australia and NZ Banking Group	£25,000,000	
Term Deposits/Call Accounts	Australia	Commonwealth Bank of Australia	£25,000,000	
Term Deposits/Call Accounts	Australia	National Australia Bank Ltd (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	Australia	Westpac Banking Corp	£25,000,000	
Term Deposits/Call Accounts	Canada	Bank of Montreal	£25,000,000	
Term Deposits/Call Accounts	Canada	Bank of Nova Scotia	£25,000,000	
Term Deposits/Call Accounts	Canada	Canadian Imperial Bank of Commerce	£25,000,000	
Term Deposits/Call Accounts	Canada	Royal Bank of Canada	£25,000,000	
Term Deposits/Call Accounts	Canada	Toronto-Dominion Bank	£25,000,000	
Term Deposits/Call Accounts	Finland	Nordea Bank Finland	£25,000,000	
Term Deposits/Call Accounts	France	BNP Paribas	£25,000,000	
Term Deposits/Call Accounts	France	Credit Agricole CIB (Credit Agricole Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	France	Credit Agricole SA (Credit Agricole Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	France	Société Générale	£25,000,000	
Term Deposits/Call Accounts	Germany	Deutsche Bank AG	£25,000,000	
Term Deposits/Call Accounts	Netherla	ING Bank NV	£25,000,000	

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Accounts	nds			
Term Deposits/Call Accounts	Netherla nds	Rabobank	£25,000,000	
Term Deposits/Call Accounts	Sweden	Svenska Handelsbanken	£25,000,000	
Term Deposits/Call Accounts	Switzerla nd	Credit Suisse	£25,000,000	
Term Deposits/Call Accounts	US	JP Morgan	£25,000,000	

Please note this list could change if, for example, a counterparty/country is upgraded, and meets our other creditworthiness tools. Alternatively if a counterparty is downgraded, this list may be shortened.

Reserves and balances policy

Background

This policy sets out the Council's approach to reserves and balances. The policy has regard to LAAP Bulletin 77 'Local Authority Reserves and Balances', issued in November 2008.

In reviewing medium-term financial plans and preparing annual budgets, the Council will consider the establishment and maintenance of reserves for both the general fund and the housing revenue account. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the Chief Finance Officer (CFO).

Types of reserve

The Council will maintain the following reserves:

- general reserve: to manage the impact of uneven cash flows and unexpected events or emergencies;
- specific reserves: sums set aside to meet known or predicted specific requirements.

Specific reserves will be maintained as follows:

- risk reserve: to manage litigation and other corporate risks not otherwise recognised;
- transformation reserve: to fund the transformation programme to change, protect and improve Council services
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;
- financing reserve: to enable the effective management of the medium-term financial strategy;
- schools reserve: balances in respect of delegated school budgets;
- service reserves: funds set aside for specific purposes in respect of individual Council services;
- capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices. These reserves, which are not resource-backed, will be specified in the annual Statement of Accounts.

Principles to assess the adequacy of reserves

The CFO will advise the Council on the adequacy of reserves. In considering the general reserve, the CFO will have regard to:

- the strategic financial context within which the Council will be operating through the medium-term;
- the overall effectiveness of governance arrangements and the system of internal control;
- the robustness of the financial planning and budget-setting process;
- the effectiveness of the risk management process and the potential impact of risks identified;
- the effectiveness of the budget monitoring and management process.

Having had regard to these matters, the CFO will advise the Council on the monetary value of the required general reserve.

In considering specific reserves, the CFO will have regard to matters relevant in respect of each reserve, and will advise the Council accordingly.

Use of reserves

The use of reserves will be determined formally by the Cabinet Resources Committee, informed by the advice of the CFO.

CORPORATE RISK REGISTER

Introduction

The Council's budget setting process needs to have due regard to any risks that may have an impact on the Council's financial position.

Risk registers are updated on a quarterly basis across the organisation, with the most significant risks feeding into the corporate risk register. This is included in the table below.

The risks where there is a potential financial impact, and the mitigation in the budget report, is as follows:

1. **One Barnet programme** – the transformation programme is fully funded in this budget report. The risks associated with deliver of the programme and realisation of benefits is being monitored through the One Barnet governance structures.
2. **Government grant support** – this budget report includes actual government funding for 2011/12 and 2012/13 and presents a balanced position.
3. **Iceland deposits** – the risk reserve is being increased for 2011/12 to reflect the possibility that the Council will not receive priority status as a creditor as a result of the ongoing court proceedings.
4. **Primary school places** – the capital programme (Appendix 8) includes additional provision to increase the amount of primary school places in the borough, in line with demographic data.
5. **Demographic pressures** – an additional £2.4m has been added to the Adults Social Care budgets over the period 2011-14 to address the demographic pressures noted in this service.
6. **Supply of private rented properties** – corporate provision has been made to reflect the changes in housing benefits and the potential cost pressures that this will create.

Current Corporate Risks (quarter 3 2010/11)

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
ORG0001 - Reputational Transformation – The Council's strategic agenda is defined by the One Barnet programme which is designed to transform public services to Barnet citizens, working with our partners and the community, in the context of severe resource constraint. Risk – failure to deliver One Barnet effectively, with declining service performance and citizen satisfaction. Sub-optimal commercial arrangements with third parties.	High 3	Mediu m 2	High 6	Ensure effective governance arrangements with both Cabinet Members and senior management engaged. <i>In Progress</i>	31/03/2011 (Normal)	High 3	Mediu m 2	High 6
				Communication and Engagement strategy to ensure project level communications and engagement plans are in place <i>Implemented</i>				
				Transition Strategy to ensure business as usual is maintained during the delivery of the programme <i>In Progress</i>	31/3/2011 (Normal)			
				Benefits Realisation Framework <i>In Progress</i>	31/3/2011 (Normal)			
				Programme plan produced and signed off <i>In Progress</i>	31/3/2011 (Normal)			
				Project communications plans for live projects produced and signed off <i>In Progress</i>	31/3/2011 (Normal)			
				Risk management framework included risk and issue standards <i>Implemented</i>	31/3/2011 (Normal)			
				Risk management framework communicated to all live and pending projects and stakeholders <i>In Progress</i>	31/3/2011 (Normal)			

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
				Implementation partnership has been put in place to fill the knowledge and experience gap with regard to commercial assurance. <i>Implemented</i>	31/3/2011 (Normal)			
ORG0002 - Financial Central government support has been cut and our response to this has gone to Cabinet and the budget will be finalised in February. Risk – given the scale of the savings there will be key concerns in delivering those savings over the next 4 years and managing to deliver services in times of such uncertainty.	High 3	High 3	High 9	Financial and Business Planning Process <i>Complete</i> Risk assessment of savings plans <i>In Progress</i>	28/02/2011 (Normal) 31/3/2011 (Normal)	High 3	Medium 2	High 6
ORG0003 – Compliance - original Information management – The Council’s overall arrangements to manage information, including systems, data sharing, data protection, freedom of information, transparency etc need further development. Risk – breach of information management requirements, sub-optimal service delivery with partners, failure to address transparency agenda effectively. Mitigating action: improvement programme to be specified and delivered.	High 3	Medium 2	High 6	Information Governance Action Plan devised from recommendations in various internal and external reviews - <i>Complete</i> Set up Information Governance Council (IGC) to oversee actions from the IM Review. - <i>Implemented Complete</i> IGC to commission further work to enhance information management: - revised ICT Policy - IM Strategy - Information framework, including data retention and data sharing - review of information sharing	30/4/2011 (Normal)	High 3	Medium 2	High 6

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
				protocols and standards,. <i>In Progress</i>				
ORG0004 - Reputational Governance – The Council faces a period of major change with potential organisational trauma impacting on core governance systems and processes. Risk – breakdown in core governance systems leading to financial loss or reputational damage.	High 3	Low 1	Medium 3	Comprehensive performance management reporting process including key risks at Directorate and Corporate level. - <i>Implemented</i> Governance reporting to Statutory Officers Group. Report produced. <i>In progress</i>		High 3	Low 1	Medium 3
ORG0005 - Reputational Asset management – Asset management planning is inconsistent and not well integrated into the business planning process. Capital programme delivery is not timely. Risk – failure to deliver cost-effective capital assets necessary to support service delivery.	High 3	Medium 2	High 6	Develop Estate Strategy <i>In Progress</i>	31/3/2011 (Normal)	High 3	Medium 2	High 6
				Establish a Corporate Asset Management information system <i>In Progress</i>	31/03/2011 (Normal)			
ORG0006 - Reputational Procurement – The Council's procurement arrangements are fragmented, with spend outside contracts, insufficient aggregation, and inadequate support to procurement processes. Risk – failure to deliver value for money, uncommercial contracts with suppliers.	High 3	High 3	High 9	Consolidate procurement activity within the Commercial Directorate <i>In Progress</i>	31/03/2011 (Normal)	Medium 2	Medium 2	Medium 4
				Develop and Implement an up to date Procurement Strategy <i>In progress</i>	30/04/2011 (normal)			
ORG0007 – Financial Iceland deposits – The Council is currently assuming recovery of Icelandic bank deposits based on priority status for UK local authorities. The Icelandic courts may determine that UK	High 3	Medium 2	High 6	Work with the LGA and other affected authorities to maximise recovery through the Icelandic courts. lawyers for affected authorities are preparing case	31/03/2011 (Normal)	High 3	Medium 2	High 6

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
local authorities will not have priority status, leading to lower recovery in the sum of c£14m. Risk – insufficient provision in the risk reserve and use of general fund balances which would need to be re-established at the minimum level.				<i>In Progress</i>				
ORG0008 was closed in Quarter 2 and transferred to the Directorate Risk Register for resolution.								
ORG0009 – Political Narrowing the gap – The Council plans to narrow the educational attainment gap between children with the greatest disadvantage and average attainment. This is part of a wider strategy to support vulnerable families and minimise the cost of public services. A number of Barnet schools are likely to seek Academy status. Risk – reduction in Council controlled support to schools and consequent reduced ability to influence the contribution of school to this agenda.	Medium 2	Medium 2	Medium 4	Develop strategy for new LA role <i>In Progress</i>	31/3/2011 (High)	Medium 2	Medium 2	Medium 4
				School Improvement Partners complete attainment review for all schools <i>Proposed</i>	31/03/2011 (Normal)			
ORG0010 – Reputational Development and infrastructure – Development within the Borough through the medium-term is planned to deliver 8,800 new homes and an increase in population of 20,000 by 2015. Risk – public service infrastructure within the borough is not able to expand to accommodate the increased requirements.	High 3	High 3	High 9	Planning Policy to negotiate S106 agreements <i>In progress</i>	31/07/2011	High 3	High 3	High 9
				Explore other innovative forms of funding <i>In progress</i>	30/04/2011			

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
ORG0011 – Compliance Waste management and sustainability – The cost of waste disposal will increase significantly in the medium-term due to landfill tax increases and the procurement of new waste disposal facilities by the NLWA. The loss of £258.4m PFI credits presents further risk to the affordability and progress of the procurement. Waste minimisation, collection and recycling arrangements will significantly impact on cost and the amount of waste sent for disposal. In addition, the carbon reduction scheme will impose financial penalties in respect of wider sustainability issues. Government likely to further increase penalties/incentives. Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon commitment penalties.	High 3	High 3	High 6	Regular Barnet Waste Project Board meetings to enable informed officer input to the process, and prepare briefings for members – <i>In Progress</i>	30/04/2011	High 3	High 3	High 6
				NLWA Procurement risk register maintained and updated – <i>In Progress</i>	30/4/2011			
				Progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant <i>In Progress</i>	30/4/2011			
				Develop & implement Waste Action Plan – <i>In Progress</i>	30/4/2011			
				Annual communications plan to include more targeted communications based on the intelligence available <i>In Progress</i>	30/4/2011			
				Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment <i>In Progress</i>	31/03/2011 (normal)			
				Options for the procurement going forward and their affordability is being considered with the NLWA. <i>In Progress</i>	30/4/2011			

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
ORG0012 - Financial Primary school places – Demand for primary school places will increase through the medium-term and investment requirements totalling c£40m are currently unfunded. Risk – insufficient primary school places are available to meet statutory requirements.	High 3	High 3	High 9	Cabinet report Sept 6th 2010 setting out strategy and likely investment needs. Report approved by Cabinet – <i>Implemented</i>		High 3	High 3	High 9
				Commence consultation on the expansion of Broadfields <i>Implemented</i> Gain Cabinet approval for expansion of Broadfields <i>Complete</i>				
ORG0013 - Financial Demographic Funding Pressures. Risk of needing an additional funding requirement of £6.3m by 2015 caused by increasing demand and contractual pressures on Adult Social Services from an increasing ageing population (13.8% growth in population aged over 65 by 2015 – ONC population projections) and increased numbers of young people with complex disabilities surviving into adulthood.	High 3	High 3	High 9	Inflationary uplifts being managed at 0% <i>In Progress</i> New fairer contributions policy to be consulted on <i>In progress</i> DDofASS and ADoC to develop and agree a joint transition strategy for Barnet <i>Proposed</i> Ensure Council's approach to dealing with indexation and contracts is in line with Adults medium term financial plan <i>In progress</i>	31/03/2011 (Normal)	High 3	High 3	High 9
ORG0014 - Financial Risk: new revenues and benefits systems will not be in place with effect April 2011 to collect	High 3	High 3	High 9	Investigating the support of the current product beyond its proposed termination date as a	14/2/2011 (High)	High 3	High 3	High 9

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob				Impact	Prob	
<p>taxes and administer benefits.</p> <p>Cause: Current supplier of Revs & Bens IT taken over by third party. Third party are desupporting the existing system with effect from January 2011 forcing all current users to source new systems.</p> <p>Consequence: Go-live has been delayed on 2 occasions due to IT hosting and the required quality criteria for data conversions. Current go-live mid February 2011. Level of debt and benefit administered within the affected databases totals c£600m per annum.</p>				<p>contingency plan as a result of delay <i>Complete</i></p> <p>Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. <i>In Progress</i></p> <p>Legal advice to be sought. <i>In Progress</i></p> <p>Existing system shut down whilst the data converts to the new system. <i>In progress</i></p> <p>Go Live of new system once reconciled <i>In progress</i></p>	<p>14/2/2011 (High)</p> <p>14/2/2011 (High)</p> <p>14/2/2011 (High)</p> <p>14/2/2011 (High)</p>			

5b. Proposed new Corporate Risks to add

<p>PH0008 - Financial</p> <p>A reduction in the supply of private rented sector properties available to households who receive housing benefit due to changes proposed to Local Housing Allowance.</p> <p>Risk – the lack of supply could lead to an</p>	High 3	High 3	High 9	<p>Seek borough protocols on incentives paid to landlords <i>In Progress</i></p> <p>Work with local Landlords through landlords forum Next Landlord Forum scheduled for</p>	01/04/2011 (High)	High 3	High 3	High 9
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increase in homelessness within the Borough and further demand on Council services, some increased safeguarding risks around the vulnerable.				<p>3 March</p> <p>Targeting of Discretionary Housing Benefit Payments Will apply from April 2011 <i>In Progress</i></p> <p>Review leased stock Carry out a wholesale review of the entire leased stock seek to agree with partner housing associations how to deal with projected rent shortfalls</p> <p>That consideration is given to sourcing leased units outside of Barnet to increase supply</p> <p>Progress against the homelessness strategy.</p>	01/04/2011 (Normal)			
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EQUALITY IMPACT ASSESSMENTS

An equality impact assessment has been carried out for all budget savings proposals. These have enabled the organisation to assess the potential impact of these proposals in respect of equalities. **Appendix 3** (listing of savings) sets out a summary of the findings, and the full equality impact assessments for the most significant proposals in terms of changes to service delivery have been included in this appendix to enable decision makers to have a full understanding of these implications in coming to their decisions.

ADULTS SOCIAL CARE

Introduction

During 2009/10, Barnet Adult Social Services provided a care package to a total of 7,365 service users, 2,395 being aged 18 to 64 and the remaining 4,770 being aged 65 or over. The majority of these (83%) received a community-based package of some description. Some of the proposals could have a direct affect on individuals' care packages and consideration has been given to the following:

Age

Within Barnet, 13% of the population is aged 65 or over, and just under 2% is aged 85 or over. Barnet Adult Social Service's work is heavily focused on this elderly population, with 65% of service users receiving a care package in 2009/10 being 65 or over, and 32% being 85 or over.

Gender

51% of Barnet's population are women, with this female bias greatly increasing amongst older age groups. This bias mostly explains why 63% of Barnet's service users in 2009/10 were female, although there does appear to be within each age group a higher prevalence of women accessing services compared to men.

Ethnicity / Race

33% of Barnet's population belongs to a Black or Minority Ethnic group, the biggest groups of which being Indian (10%), Other (including Middle Eastern) (7%) and Black African (6%). During 2009/10, 32% of Barnet's younger adult service users belonged to a BME group, and amongst older adults BME groups are indeed over-represented when compared to the ethnic profile of the population aged 65-74, 75-84 and 85+ respectively. Taken as a whole, Asian/Asian British makes up 10% of Adults Social Services Department (ASSD) service users, Black/Black British makes up 5% and Chinese or any other ethnic groups makes up another 5%.

Faith

An up-to-date breakdown of Barnet's population by faith is not available, but in the 2001 census 47% of residents were reported as Christian, 15% as Jewish, 7% Hindu and 6% Muslim. 13% were reported as having No religion, and no response was given in 10% of cases. Amongst ASSD service users in 2009/10, 54% were reported as Christian, 24% as Jewish, 6% Hindu and 5% Muslim. A lot of the difference seen here can also be explained by the differing religious profiles of different age groups.

Disability

Estimates of the level of disability across Barnet residents can differ enormously, but the Department of Health's PANSI and POPPI systems estimates there to be 1,194 younger adults with a moderate or severe learning disability, 20,726 younger adults with a moderate or serious physical disability, 16,943 older adults unable to manage a self-care activity on their own, and 20,359 older adults with a limiting long-term illness. Barnet ASSD supports a proportion of these people based on eligibility for care - in 2009/10 we provided care packages to 825 people with a

learning disability, 1,692 people with a mental health problem (including dementia), and 4,610 people with a physical or sensory impairment or problems related to frailty and old age.

Carers

The 2001 census reported approximately 28,000 informal carers within Barnet. Well over a quarter of these provide at least 20 hours of care a week. During 2009/10, Barnet Adult Social Services provided support directly to 2,138 carers, 553 of which received a specific carers service such as a carers break.

1. Proposal - Reducing provider spend

Reduction in spend on residential and high cost supported living packages, through negotiation with providers

Assessing the equality impact	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?	<ul style="list-style-type: none"> No differential impact amongst client groups as threshold is the statutory Fair Access to Care Services. There are a number of specialist providers amongst the residential care providers for specific communities and they will be included in the same discussions as generic providers. Specialism takes the form of religious or condition-specific or disability needs and has sometimes attracted a premium in respect of cost. This will be addressed by individual meetings with providers and person-centred re-assessments for clients, on the basis of need and ensuring that eligible needs are responded to.
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?	<ul style="list-style-type: none"> It is anticipated that there may be an increase in complaints if value for money constraints are applied in some cases. However eligible needs will be met and safeguarding of residents remains a priority for the Council.
Does the proposal change Barnet's reputation as a good place to work and live?	<ul style="list-style-type: none"> No. All councils will need to implement the Comprehensive Spending Review.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	<ul style="list-style-type: none"> The Council is attempting to maximise the Value For Money on cost and quality achieved from providers and to spend public money responsibly. Addressing costs to achieve this should reassure all of our residents of the Council's intent on managing spend appropriately.
How will the new proposals enable the council to promote good relations between different communities?	<ul style="list-style-type: none"> The Council does not have any data to suggest that good relations between different communities will be diminished. However, discussions are currently underway with specialist care providers who charge higher rates to reach agreement on using national tools and benchmark costs.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final	There has been no specific consultation on this aspect of the budget proposal. There was a broader public consultation on proposals for reductions in Adult Social Services spend. There was general support for the principals and approach in reducing provider spend where this could be achieved. There was concern that reducing costs could impact on quality of services. This will be mitigated by contracts and monitoring and through social workers

proposal?	conducting individual reviews.
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How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far</i>			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Age	No	Everyone across the service will receive a service based on eligible need.	
Disability	No	Everyone across the service will receive a service based on eligible need.	
Gender reassignment	No	Everyone across the service will receive a service based on eligible need.	
Pregnancy and maternity	No	Everyone across the service will receive a service based on eligible need.	
Race / Ethnicity	No	Everyone across the service will receive a service based on eligible need.	
Religion or belief	No	Everyone across the service will receive a service based on eligible need.	
Gender / sex	No	Everyone across the service will receive a service based on eligible need.	
sexual orientation	No	Everyone across the service will receive a service based on eligible need.	
Marital Status	No	Everyone across the service will receive a service based on eligible need.	
Carers (discriminated by association)	No	Everyone across the service will receive a service based on eligible need.	

2. All Care Groups

Proposed saving: **All Care Groups**

This is a proposal which sits in 'Strand D' of Adult Social Services' proposed savings options: 'improved targeting of services'. This strand of savings includes initiatives to focus the provision of paid social care on individuals who cannot get support from the community in which they live and to prioritise the provision of support which is most likely to increase those individuals independence.

This proposal is to reduce the costs of care packages through increasing the contribution that families and communities make in supporting service users. This links to:

- The corporate priority of 'sharing opportunities, sharing responsibilities';
- The idea of 'social capital' – which looks at the support someone can receive from their informal networks of friends and relatives as an alternative to purchased social care;
- The Coalition Government Big Society agenda, which advocates the role of people in communities to support one another for the common good and has the additional benefit of reducing dependence on the state.

It is proposed that £1,230,000 is removed from the cost of care packages as part of implementing the above.

Assessing the equality impact	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?	<ul style="list-style-type: none"> • There is an anticipation that the greater involvement of someone's family and community in meeting their social care needs can be an effective way of building social cohesion and removing inequalities in society. A beneficial cycle has been found to be created when this use of 'social capital' is promoted. Initially, the individual is increasingly involved in society through the support of others. This then makes it easier for the individual to become an active member of communities, contributing to their overall robustness. This has been evidenced in schemes such as Nottingham's 'Support Net', Southwark's 'Southwark Circle', and examples of time banking across the country. Barnet has initiated the Pledgebank schemes which encourages community involvement. • Bearing the above in mind, it is important to be aware of risks which are also associated with a greater reliance on family and community support. These are that: <ul style="list-style-type: none"> ○ Family members might need to give up paid employment to provide increased support they provide where levels of paid care are decreased. This could lead to the proposal having a negative differential impact on informal carers. ○ Individuals becoming isolated if paid care is decreased but families and communities are unwilling to replace it with unpaid support. • These risks of negative differential impact will need to be managed through: <ul style="list-style-type: none"> ○ This proposal needs to be further developed in discussion with communities identifying the contributions they already make and where further development is possible. ○ Individual assessments of need which considers these risks and how they may be mitigated. ○ There is already a lot of support which communities provide in Barnet through religious and neighbourhood support.
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?	<p>The promotion of social capital should foster social inclusion. It is hypothesised that this will increase satisfaction as people could feel more involved in their communities.</p> <ul style="list-style-type: none"> • This proposal supports the Council's priority of Sharing Opportunities Sharing Responsibilities. <p>There may be some people who continue to want a paid service where family or community involvement could meet needs.</p>
Does the proposal change Barnet's	<ul style="list-style-type: none"> • There is the potential that this proposal will decrease this Council's reputation as a place to work. This is because the implementation of the

reputation as a good place to work and live?	policy will, in part, require care assessors and reviewers to negotiate a decrease in / withholding of paid services when they agree someone's package of support. This has already been identified by staff in adult social services consultation sessions on the need for budget cuts as a challenging activity. However, delivering the Comprehensive Assessment is a requirement for all councils. Also, the council will retain the priority of supporting those with highest needs and ensuring that vulnerable residents are safeguarded.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	<ul style="list-style-type: none"> • Consultation with the public identified that carers might feel more strain. However, it is the Council's intention to ensure that services commissioned for support to carers are effective regards a supportive approach, provision of information and advice and respite care. The Council also funds a specialist carers joint commissioning post to ensure that this is delivered. A carers partnership group plus carers representatives on all care group partnership groups gives carers a voice in how services are delivered and how they may be better supported.
How will the new proposals enable the council to promote good relations between different communities?	Disability advocates have long promoted the need for good social inclusion. Adult social services is actively working with universal services to promote the inclusion of disabled people so that they may use resources available to the public in general.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	<ul style="list-style-type: none"> • In October and November 2010, Adult Social Services with the public on its general approach to achieving savings in the 2011/12 – 2013/14 period. <ul style="list-style-type: none"> ○ Data from this consultation has already highlighted concern about the impact of this proposal on informal carers. This will be mitigated by ensuring that commissioning of carers services retains a focus on information and advice and respite. Also, individual social work assessments take account of carers views so that carers breakdown is avoided and carers feel supported.

How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Age	yes	There may be changes in care packages as a result of this policy and adverse effects may be felt as a result of changes in voluntary sector commissioning which is subject of a separate EIA. . Barnet ASSD's work is heavily focused on this elderly population, with 65% of service users receiving a care package in 2009/10 being 65 or over, and 32% being 85 or over. Any increased	There are ongoing relationships with some community groups about what additional support they are able to offer. There is investment in carers services.

		support encouraged from families and communities will be through discussion about ability to deliver this. Significant amount of carers are themselves older people.	
Disability	Yes	There may be changes in care packages as a result of this policy and adverse effects may be felt as a result of changes in voluntary sector commissioning which is subject of a separate EIA. The department is strategically working on inclusion of disabled people and facilitating access to resources used by the wider community.	Reconfiguring of day care amongst disabled groups has focused on inclusion policies.
Gender reassignment	No	The policy is to treat people equally.	Any special needs will be taken into account in the assessment process.
Pregnancy and maternity	yes	People with disabilities and who are pregnant will have their eligible needs considered with strategies to meet these via support planning and personal budgets. The numbers of pregnant service users or new mothers receiving support from adult social services is low.	Any special needs will be taken into account in the assessment process.
Race / Ethnicity	yes	There may be some changes as a result of this policy and adverse effects may be felt as a	Individual assessments of need take into account religious and cultural need.

		result of changes in voluntary sector commissioning which is subject of a separate EIA. The department contracts with specialist religious and cultural providers and works with the communities to ensure access to services.	
Religion or belief	yes	There may be some changes as a result of this policy and adverse effects may be felt as a result of changes in voluntary sector commissioning which is subject of a separate EIA. The department contracts with specialist religious and cultural providers and works with the communities to ensure access to services.	Individual assessments of need take into account religious and cultural need.
Gender / sex	yes	Social services takes people's gender/sex into account in assessments. 63% of service users are female and could thus be affected more than men.	Any particular adverse effects will be taken into account as part of the assessment process
sexual orientation	No	Social services takes people's sexual orientation is taken into account in assessments	
Marital Status	No	Peoples needs are individually assessed and carers needs are taken into account regardless of marital status.	
Carers (discriminated by association)	yes	Families/Carers are concerned that too much will be expected from them and that carers breakdown could result.	Although we will take into account what families can contribute consideration will be given to support carers to the extent that carer breakdown will be avoided.

3. Cross Directorate'

This is a group of proposals to realise general efficiencies in adult social services. This was discussed in the public consultation and there was general support for the department to make efficiencies where this is possible against reducing money spent on direct care. It can be divided into five sub-groups of proposals:

- Reduction of spend on **communication and engagement** with the public:
- Reduction of spend on **learning and development**:
 - An option to reduce spend on staffing and delivery of training
 - A further option to stop most training other than safeguarding courses,
- Reduction across back office services, management and social care staff

Assessing the equality impact	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to redress these differences?	<ul style="list-style-type: none"> • None of these proposals are targeted at services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. • All of these proposals could have a greater impact on people who use, or whose relatives use, social care services. Consequently, they could have a greater impact on the elderly and the disabled. Reductions of social care staff were factored in when the new care model was set up as pump priming. Also a review was conducted of how social care staff are deployed in mental health which resulted in the savings proposal. Agreement is being finalised with the Mental Health Trust which will strengthen the delivery of social care support to people with mental health problems. • The Council does not directly monitor the impact of communication and consultation activity on the quality of services received by residents. There is evidence, however, which shows that work in this area does have a positive impact on people who use social care, and their carers. There will still be money remaining in the budget for these activities. Examples include: <ul style="list-style-type: none"> ○ The high level of use of Social Care Connect, which receives in excess of 1,500 unique visitors every month; ○ The direct link between communication events and service improvement initiatives, such as the action plan which has been developed from feedback at the November 2009 'See Me! Hear Me!' event. ○ Evidence, such as feedback from the 2009 Carers' Experience Survey, which shows that people have strong communication and engagement is required to support networks of unpaid care from relatives and families. • The Council does not directly monitor the impact of learning and development activity on the quality of services received by residents. There is, however, evidence that this activity is valued by groups delivering front line services, which in turn suggests that it is of value. Examples include: <ul style="list-style-type: none"> ○ The Barnet Training Partnership's recent request that the Council continue to coordinate its work programme, due to the quality of that coordination, despite funding being available to any other group taking on this responsibility. ○ The council's commissioning of extra courses on safeguarding and infection control to meet external demand. ○ There will be some money remaining in the budget to cover training other than safeguarding. This will be used to focus on priorities in the

	<p>service and the use of experts within the department will also be used to foster</p> <ul style="list-style-type: none"> o development. • The Council does not directly monitor the impact of management capacity on the quality of services received by residents. While strong management is vital to control budgets and the quality of our work, there is no specific evidence being brought forward here to suggest that the proposed changes cannot maintain the current quality of that management. <p>The Council does not directly monitor the impact of E-Recruitment on the quality of services received by residents. It is not thought that the savings generated by the use of this system will differentially affect communities.</p> <ul style="list-style-type: none"> • Given the above, it is hypothesised that the proposed changes to communication and consultation, learning and development , and management and back office savings will have limited impact on communities. • It should be noted that this impact: <ul style="list-style-type: none"> o Could be decreased through the careful prioritisation of remaining resources (for example, focussing on safeguarding training with the remaining learning and development budget); o Is likely to be less directly and immediately felt by members of the public than direct reductions in the delivery of social care.
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?	<ul style="list-style-type: none"> • The Council does not directly measure residents' satisfaction with the 'support' services which will be impacted by these proposals. Consequently, it is not possible to directly evidence that there will be a change in satisfaction as a result of the changes. • It is, however, hypothesised that those changes which directly impact on the quality and cost of services will in turn have an impact on satisfaction levels. Consequently, it is noted that the proposed reduction in funding of communication and consultation, learning and development and management and back office services may all impact on customer satisfaction. However, Adult social services will reprioritise how the remaining budgets are spent and capacity remains to deliver all these services. Consultation with the public supported this approach to save more money to prevent more money being reduced from direct services.
Does the proposal change Barnet's reputation as a good place to work and live?	<ul style="list-style-type: none"> • The development of E-Recruitment will help evidence that the Council is a forward-thinking and modern employer, thus improving our reputation as a place to work. • It is thought that the decrease in learning and development budgets, and the consequent decrease in training opportunities, will create the perception that the Council is not interested in developing its staff. This could have a negative impact on our reputation as an employer. Consideration will need to be given to finding cost effective ways in promoting staff development such as making better use of internal expertise and working across authorities to pool resources where appropriate. • If the proposals do have a negative impact on service delivery, and also on the satisfaction of residents with our services, then it could lead to the belief that the Council does not support its most vulnerable residents. This could lead to a worsening reputation of the borough as a good place to live.
Will members of Barnet's diverse communities feel more confident about the council and the manner in	<ul style="list-style-type: none"> • It should be noted that a large proportion of the savings being considered here will come directly from staffing cuts. This may lead to a 'stretched' service, in which the remaining staff can only deliver the quantity of work required of the Council by compromising the quality of some of that work. If this risk is realised, then members of the community may have decreased trust in the way in which the Council conducts its business.

which it conducts its business?	However at the budget consultation meetings members of the public expressed support for considering general efficiencies to prevent further savings having to be taken from direct services.
How will the new proposals enable the council to promote good relations between different communities?	<ul style="list-style-type: none"> It is not thought that the proposals will have a direct impact on inter-community relationships.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	<ul style="list-style-type: none"> In October and November 2010, Adult Social Services with the public on its general approach to achieving savings in the 2011/12 – 2013/14 period. As mentioned members of the public who responded to consultation expressed broad support for the focus on efficiencies.

How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far</i>			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Age	No	Barnet ASSD's work is heavily focused on this elderly population, with 65% of service users receiving a care package in 2009/10 being 65 or over, and 32% being 85 or over. The reduction in learning and development, management and back office efficiencies will not change this.	
Disability	No	This reduction will not compromise the ability to deliver services to disabled people. The department is working on LEAN principles to reduce the amount of non value adding processes and to maximise staff resources and business processes. Disabled staff will still be assessed for adjustments where required.	
Gender reassignment	No	There is no impact.	
Pregnancy and maternity	No	There is no impact	
Race / Ethnicity	No	There is no impact.	Learning and development has due regard to race and

			equality issues
Religion or belief	No	There is no impact.	Learning and development has due regard to religious issues.
Gender / sex	No	There is no impact.	
sexual orientation	No	There is no impact.	
Marital Status	No	There is no impact.	
Carers (discriminated by association)	Yes	There is some risk of reduction in understanding carers issues.	Training on carers issues will continue via expertise in the department.

4. Partnership with Health

Description of change to service:

Commissioning & Transformation – Integrating health with social care in terms of commissioning arrangements and management costs to reduce duplication, reflecting more shared infrastructure in time, create gain on a joined up view of the 'system', some of which is still being scoped and which is being done within an overall reduced cost envelope. The reduction of spend on continuing health care will be achieved through improved joint commissioning and identification of residents who are eligible for full health funding.

Savings in mental health social work costs alongside changes in social work governance requirement from Mental Health Trust

Closer working with health on long term conditions and the cost of enablement to support hospital discharge and prevent re-admissions is being funded by NHS monies. The proposals include a reduction in 18 hrs S/W post and the assumption that new tariff for acute care will cover costs for social work capacity equivalent to 3 social work posts.

Assessing the equality impact	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to redress these differences?	<ul style="list-style-type: none"> A range of national performance indicator measurement is used to measure and report upon activity in the areas affected including Delayed transfers of care; Number of people helped to live at home; Waiting times for care packages alongside internal measurement of the effectiveness of service interventions. All this data is segmented by age group, disability and ethnicity, post code location. However regular sampling analysis is required to measure information against more specific diagnostic criteria, which is provided by NHS data. This is done on a regular basis to capture trends of under provision or unmet need. As a result of national changes in health, the Council is taking over responsibility for Public Health. There is already close working on collecting and analysing data concerning the health of residents which will inform developing joint work on tackling health inequalities.
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents?	<ul style="list-style-type: none"> The reduction in social work posts does potentially increase waiting times for assessment and care packages across the range of clients who meet substantial & critical criteria. However, this will be partly mitigated by funding from health to be agreed as part of preventing readmissions to hospitals within 30 days. Mental health savings have been proposed following a review of capacity against delivery of social care functions and also the strengthening of social work governance. Integration of enablement with NHS funded provision potentially increases

	satisfaction ratings for all groups as access is more consistent and responsive across the whole system. There is already evidence of the increased independence achieved through enablement, 50% of service users not needing ongoing support post enablement and the achievement of a reduction of readmission rates to hospital will be perceived as positive.
Does the proposal change Barnet's reputation as a good place to work and live?	The integration of management and operational functions across health and social care, involving deletion of some front line and management capacity should in time see an improvement in the overall response to meeting need, however over the transitional period there may be a decline in coordination and management which could lead to a less effective borough wide approach temporarily, as the detailed impact is being scoped and mitigated. There is a dependency with fundamental NHS changes which are still in progress. The changes to improving the integration of delivery could result in a more joined up response which will be an improvement for residents as it could result in the reduction of the number of practitioners they will need to relate to.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	<ul style="list-style-type: none"> It is likely that the reductions in year one coupled with NHS changes overall locally will be felt by all communities and in particular by the more vulnerable members. The integration proposals seek to drive forward a joined up approach however the immediate loss of capacity risks some dissatisfaction.
How will the new proposals enable the council to promote good relations between different communities?	<ul style="list-style-type: none"> The essence of the approach is joining up the two main elements of health and social care from a commissioning and operational perspective, This includes joining up care pathways across health and social care promoting more consistent access for all communities. The proposal in itself will not necessarily impact on relationships between communities but could be of benefit if successful.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	<ul style="list-style-type: none"> The proposals have been shaped by historical and more recent customer and patient feedback which consistently requires health and social care to join up their interventions more effectively to avoid the experience of duplication. The public consultations on adult social services reductions obtained broad agreement where the join up between health and social services could realise efficiencies

How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far</i>			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Age	Yes	A significant amount of older people are cared for across the health and social services economy. Improved joined up commissioning and service delivery should have a positive impact on the way the needs of older people are addressed in primary	Joint Commissioner for Older People is in post with responsibility for ensuring that age equality is promoted across health and social care. The needs of Barnet's older people are set out in the JSNA and will be reflected in the commissioning priorities for

		and secondary care.	2011 onwards.
Disability	Yes	A significant amount of disabled people are supported across the health and social services economy. Improved joined up commissioning and service delivery should have a positive impact on the way the needs of disabled people are addressed, promoting their independence and inclusion in the community	Work is underway to develop integrated care pathways to improve patient outcomes - for example on stroke and long term condition management. Cabinet Resource Committee on the 13 th of January 2011 agreed to the establishment of a partnership arrangement between the NHS and Adult Social Care for learning disability services with clear benefits and outcomes to be achieved through the partnership arrangement developed in conjunction with health and social care staff
Gender reassignment	No	There is no impact	
Pregnancy and maternity	No	The improved join up between health and the council should have a positive affect on the way pregnant service users have their needs addressed across the health and social services economy.	Joint Commissioner for Children's service covering maternity services is in place with clear links to the Children and Young People's Strategic Plan.
Race / Ethnicity	yes	The council will become responsible for Public Health under the new health arrangements proposed by the Coalition Government. There are some conditions which are more prominent in racial and ethnic groups eg heart conditions and stroke. The improved join up between health and the council will have benefits in addressing these issues on a preventive and service provision basis.	The specific health and social care needs of Barnet's diverse communities are included within the JSNA led by the Joint Director for Public Health. The JSNA will provide the basis for the Council's prioritisation of public health activity from 2011 through the Health and Well-Being Board. Adult Social Care equality group regularly receives and considers reports on service type and faith to monitor any potential differential impacts and takes action as required – for example low level of safeguarding alerts from BME groups resulted in targeted awareness programme undertaken in partnership with the

			Guajarati community.
Religion or belief	yes	There will be improved scope to address religion and belief by having an integrated more consistent approach to commissioning and service delivery across health and social care.	The specific health and social care needs of Barnet's diverse communities are included within the JSNA led by the Joint Director for Public Health. The JSNA will provide the basis for the Council's prioritisation of public health activity from 2011 through the Health and Well-Being Board. Adult Social Care equality group regularly receives and considers reports on service type and faith to monitor any potential differential impacts and takes action as required.
Gender / sex	No	There should be no negative impact.	
Sexual orientation	No	There is no negative impact.	
Marital Status	No	There is no negative impact.	
Carers (discriminated by association)	Yes	Improved integrated commissioning and service delivery should have a positive impact on carers	There is a joint Carers Strategy in place signed off by the Cabinet Member and NHS Barnet in 2009/10 to support greater integration of practice to support carers.

5. Transport

Description of change to service:

To alter the collection and pick up times of users accessing Barnet Council transport by an hour to four of the day centres and additionally alter the opening hours of one day centre, Barnet Independent Living Centre by an hour to correspond with this change. The other three day centres do not require a change in opening hours as their hours already extend past the proposed altered pick up time of those using Council transport. The level of service that day centre & transport clients receive is not anticipated to be affected by the change. This change facilitates a more streamlined and coherent transport service to children and adults. The anticipate number of users who could be affected by this change is currently 293, but not all these users will attend daily on average 34 users attend each day centre daily. A separate Equality Impact Assessment is being carried out on those staff affected by this change.

Assessing the equality impact	Examples of evidence	Equality Impact
Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?	<ul style="list-style-type: none"> • Consultation will be carried out with all affected customers between 18 Nov - 15 Dec 2010 • They will be offered the opportunity to discuss the change individually with their day centre manager and family member / carer. • Concerns will be dealt with on an individual basis with the day centre manager and if necessary a member of Adults Social Services to develop a solution. 	<ul style="list-style-type: none"> • The consultation will highlight if there are any differential outcomes for different groups. The Council will look at the impact on each individual user separately and assess the appropriate response • The consultation responses will also inform preparation of an updated version of this EIA.
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?	<ul style="list-style-type: none"> • The quality of transport and day centre service provided to users will not be altered as the key components of the services remain unchanged. • The amount of time users spend at day centres will also remain unchanged, the only change is it will start and finish an hour later. 	<ul style="list-style-type: none"> • Sufficient time (approximately three months) will be allowed for to ensure that any changes to care packages or transition plans for users are agreed and ready prior to any change to transport times actually happening. This should ensure that the satisfaction of those users how had individual concerns remains unchanged as the concerns will be resolved. • A portion of anticipated savings (£50K) has been set aside as contingency fund for where package costs need to be changed to mitigate any adverse impact e.g. purchase of increased time from a care worker
Does the proposal change Barnet's reputation as a good place to work and live?	<ul style="list-style-type: none"> • This change will provide for a more coherent transport service across Children's and Adult Social Services. • This change should not have a negative impact on Barnet's reputation. Staff and user consultation will be taking place on the change as good practice. 	<ul style="list-style-type: none"> • Any negative views concerning the change will be picked up through consultation and worked through on an individual basis to find an appropriate resolution. It is intended that through this process the change could have a positive impact on Barnet's reputation as it should provide reassurance to

	<ul style="list-style-type: none"> • Consultation with users will allow them the opportunity to raise any concerns and through working together the Council will look to resolve and remove those concerns. 	users they can still access their day centre.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	<ul style="list-style-type: none"> • Consultation on this change will take place with all the service users affected by changing transport times. Their carer or key family member/s will be included in the consultation conversations if they so wish. • The consultation should ensure those groups affected feel confident about the way in which the Council conducts business and change. • This change only affects those groups of people who use the day centre transportation or who provide care for these service users. It should have no impact on groups outside of these. 	<ul style="list-style-type: none"> • The consultation will begin on 18th November and it will run for 30 days. At the start of consultation all users affected will receive a letter explaining what the change would mean to them and an invitation speak individually to their day centre manager if they have questions or concerns. • The consultation responses will inform preparation of an updated version of this EIA
How will the new proposals enable the council to promote good relations between different communities?	<ul style="list-style-type: none"> • The proposals in themselves would have no effect on relations between different communities, but it is intended that the consultation process will be conducted in a way that promotes good relations 	<ul style="list-style-type: none"> • This proposed change to transport times has an impact limited to those currently accessing the day centres involved. It is not an enabler to promoting good relations between different communities. • The change would not impact on the ability of the day centre to deliver their care and activities and as such ensures the users who attend, who may be from different communities, would still access these services together.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	<ul style="list-style-type: none"> • Consultation will take place with all users affected by this change. Letters explaining the change will be sent to those affected and they will be invited to attend meetings with their relevant day centre manager who will further explain the consultation process and provide users with an opportunity to raise concerns. • It is only during the consultation process that individual issues will become apparent. These issues will be dealt with as they arise and will be reviewed by key Council officers as part of the consultation response report. 	<ul style="list-style-type: none"> • To ensure equality of understanding by all those affected the Council will identify with day centre managers those users to whom the letter may not be sufficient, e.g. due to literacy or language barriers, and ensure the day centre manager verbally explains the change.

How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
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Age	Yes	The transport proposal will see the integration of door to door transport provision for older people's day care with SEN transport. This will result in changed opening times for day services for older people. In addition a business case is being developed for integrated door to door transport policy covering freedom passes; blue badges; taxicard; dial a ride in conjunction with other London Boroughs. This will seek to streamline assessment processes. and eligibility and provide a more responsive service through agreeing a door to door transport policy. However this could result in some people's eligibility for the different transport streams being restricted. This will be subject to a full EIA to support the new policy.	Project Board established to oversee this change and consultation has taken place with service users, carers, staff and day service providers to assess impact.
Disability	Yes	The transport proposal will see the integration of door to door transport provision for older people's day care with SEN transport. This will result in changed opening times for day services for older people and if successful could be extended to learning disability transport. In addition a business case is being developed for integrated door to door transport policy covering freedom passes; blue badges; taxicard; dial a ride in conjunction with other London Boroughs. This will seek to streamline	Project Board established to oversee this change and consultation has taken place with service users, carers, staff and day service providers to assess impact.

		assessment processes. and eligibility and provide a more responsive service through agreeing a door to door transport policy. However this could result in some people's eligibility for the different transport streams being restricted. This will be subject to a full EIA to support the new policy.	
Gender reassignment	No	There is no differential impact	
Pregnancy and maternity	No	There is no differential impact	
Race / Ethnicity	No	There is no differential impact	
Religion or belief	No	There is no differential impact	
Gender / sex	No	There is no differential impact	
Sexual orientation	No	There is no differential impact	
Marital Status	No	There is no differential impact	
Carers (discriminated by association)	Yes	Changing the times of the day service opening times could have impact for family carers.	Consultation with family carers has taken place on proposed changes to day centre opening times and transport collection. This has been supported by carers assessments of need and where potential adverse impact identified additional support provided by to mitigate this.

6. All Care Groups – review of care packages

Description of proposal:

Review of current packages to ensure they provide most appropriate support at right cost with appropriate health funding for health needs.

Assessing the equality

Equality Impact of budget proposal

impact	
<p>Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?</p>	<ul style="list-style-type: none"> • There may be some adverse effects but the Council will continue to meet the needs of all sections of the community with high level or complex needs with due regard to cultural and religious and other diverse needs. Reviews will be completed on an individual basis where eligible needs will be addressed. • The proposals will ensure that scarce resources are deployed in an equitable way with due regard to value for money. This will entail devising more innovative and cost effective ways of meeting needs, utilising community resources and maximising health funding where appropriate • The Council is committed to offering personal budgets to all new and existing service users from 1 December 2010 and our users will be fully involved in developing outcome based support planning to ensure that eligible needs are met in a timely personalised way that recognises individual need and delivers value for money
<p>Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?</p>	<ul style="list-style-type: none"> • There is a risk that some service users may be unhappy about proposals that their needs be met in a different way e.g. by using family support or community resources as continuity of provision is valued and people may have become used to needs being met in a particular way directly by the Council.
<p>Does the proposal change Barnet's reputation as a good place to work and live?</p>	<p>Although some service users may be unhappy about a reduction in personal budgets, Adult Social Services is adopting a proactive approach of enablement and promoting independence which could result in long term benefits. The increased reliance on family will be balanced against the needs of carers and the prevention of carer breakdown. Residents can be reassured that Safeguarding of Vulnerable Adults will remain the highest priority. Barnet Council will also continue to meet the needs of the most vulnerable and a robust use of the Fair Access to Care Services eligibility criteria will protect resources for those most in need.</p>
<p>Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</p>	<p>Yes – the proposals are consistent with the Council's priority for Adult Social Care of Promoting Independence. The Council will continue to meet the needs of those most at risk and those who need to be safeguarded. This will entail ensuring that spending achieves value for money through rigorous reviews of care packages, maximising independence, strong partnership working with health services and providers and creative use of community resources</p> <p>The Council is also engaging in closer working relationships with NHS Barnet to ensure that Continuing Health Care funding responsibilities are robustly implemented and that Joint Commissioning opportunities secure best value for both organisations.</p>
<p>How will the new proposals enable the council to promote good relations between different communities?</p>	<ul style="list-style-type: none"> • The reviewing proposals will result in a reduction of services for some people but the effects can be mitigated to some extent by drawing on the developing new relations with residents as citizens with the potential to increase opportunities for developing and harnessing community and neighbourhood support
<p>How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?</p>	<ul style="list-style-type: none"> • This proposal was discussed during public consultation October, November 2010. Residents and carers voiced concerns that if service users budgets were reduced too much that this would result in more expensive institutional care being needed. The council has a strategy to enable those who are eligible for support to live independently. There is no intention to reduce budgets to the extent which would result in more expensive care which compromises independence. The Medium Term Financial Strategy has looked at cross cutting proposals in order to try to ensure that Adult Social Services budgets prioritise direct care and front line services.

How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Age	Yes	A significant amount of older people are supported by social services. There could be changes to care packages as a result of re-assessments/reviews. Reviews will take into consideration the impact of age. People with highest and most complex needs will have their eligible needs considered with strategies to meet these.	The Council has established enablement service to support people to live more independently during 2009/10 and reduce dependency and has agreed a Prevention Framework based on the evidence base from Partnerships for Older People Projects which will inform the re-procurement of the voluntary sector.
Disability	Yes	There could be changes to care packages as a result of re-assessments/reviews A significant amount of disabled people are supported across the health and social services economy. Reviews will take into consideration the impact of disability. People with highest and most complex needs will have their eligible needs considered with strategies to meet these.	The Council has established enablement service to support people to live more independently during 2009/10 and reduce dependency and has agreed a Prevention Framework based on the evidence base from Partnerships for Older People Projects which will inform the re-procurement of the voluntary sector.
Gender reassignment	No	There is no impact	
Pregnancy and maternity	Yes	People with disabilities and who are pregnant will have their eligible needs considered with strategies to meet these via support planning and personal budgets. The numbers of pregnant service users or new mothers receiving support from adult social services is low.	Where appropriate Adult Social Care staff are involved in Multi-Agency Planning groups with Children's Services to promote a joined up approach around the child to support vulnerable parents.
Race / Ethnicity	Yes	Reviews are structured to take into account peoples racial, cultural and	Adult Social Services works with a range of faith and cultural groups to

		religious needs and support planning will address how eligible needs will be met.	ensure that services are provided in a culturally appropriate manner and are included on Social Care Connect. Cultural Awareness training has been provided for front line practitioners. Equalities data on race and ethnicity is regularly reviewed by the adults equalities forum to monitor any differential impacts.
Religion or belief	yes	Reviews are structured to take into account peoples racial, cultural and religious needs and support planning will address how eligible needs will be met.	Adult Social Services works with a range of faith and cultural groups to ensure that services are provided in a culturally appropriate manner and are included on Social Care Connect. Cultural Awareness training has been provided for front line practitioners. Equalities data on faith is regularly reviewed by the adults equalities forum to monitor any differential impacts.
Gender / sex	yes	63% of service users are female so are more affected than men.	Equalities data on gender and client group is regularly reviewed by the adults equalities forum to monitor any differential impacts.
Sexual orientation	No	There is no negative impact.	
Marital Status	No	There is no negative impact.	
Carers (discriminated by association)	Yes	There is an expectation that families and communities will provide more support to facilitate social inclusion and leisure activities. The increased reliance on family will be balanced against the needs of carers and the prevention of carer breakdown.	Reviews are structured to take into account carers needs and where budgets and support planning can help mitigate risks associated with carers needs.

7. Adults In House Services

Proposal :

The More Choices Project will change the way people receive Adult Social Services to enable service users to have more choice and control over their own support. This is part of the national Personalisation Agenda and therefore all councils are making these changes to ensure people can get the social care support that best meets their needs.

The change to social care support means service users will have Personal Budget to spend on their social care support to buy Adult Social Services instead of the council providing the services in-house. The service user will be in control of their Personal Budget which may be spent in a way which they could not have done before including the purchase of support services from alternative providers. Everyone who receives support from Barnet Council will have a Personal Budget by December 2011.

Changing how social care services are run will help people to have more choice and independence when they spend their Personal Budget. The law states that people cannot use their Personal Budgets to buy services that are run by the council therefore we need to change the way that these services are run so that people can use them with their Personal Budget. To do this, the More Choices project is investigating the creation of a Local Authority Trading Company. If this does not happen, people with a Personal Budget will not be able to use services that are now run by Barnet Council

A number of services will be affected by the change (see list below). This Equalities Impact Assessment considers the impact on service users who attend these services, their carers and the staff who work in these teams. Recent snapshot data has been collected to understand the profile of the staff and service users at these services. This data is used to inform answers to the equalities questions below.

Learning Disability Services

- Rosa Morison
- Flower Lane
- The Space
- Agatha House
- Valley Way
- Supported Living
- The Community Support Team
- Business Support Team

Physical and Sensory Impairment Disability Services

- Barnet Independent living Services

The intention is to ensure services stay as good as they are now and retain staff who work at each of these services should they wish to remain. However, there will be a need to be a change in the company that runs the service instead of the council, the management of staff and service users will need to begin buying services with their Personal Budgets as they would with all other support.

The project is the first building block to establish the set up of the company. In the future, these services may change if people want to use their Personal Budget to buy different kinds of support. If not enough people choose to use these services, there is a chance that they could stop running. However, if lots of people want to use them, changes can be made to make them better.

This project is part of the OneBarnet programme that the Council is running. This includes activities to support people to live independently and to make Barnet a good place to live.

- The next stage explores how a Local Authority Trading Company could work
- This will be covered in the Full business case and business plan for completion by December 2010.
- Consultation with service users, carers and staff
- Cabinet decision by March 2011
- With a view to setting up the Local Authority Trading company in April 2011
- A full staff TUPE transfer will then immediately follow.

A communications and engagement plan has identified the various needs of groups such as easy read for people with learning disabilities and also provides a roadmap for service user (including carers and families), staff and union consultation.

The Equalities Impact Assessment will be an iterative process with reviews at each critical project milestone and will become more specific as the solution becomes clearer. These stages are:

- Stage 2 - During the assessment (alongside the full Business Case)
- Stage 3 - Implementation (LATC set up)
- Stage 4- Integration/ shadow period
- Stage 5 – Project Closure (Handover to the LATC for BAU)

It should be noted that there are significant differences for each of the in-house services that may have a bearing on the equalities impacts of the changes. As way of introduction some details about each service are included below

Barnet Independent Living Service

- Barnet Independent Living Service offers a range of support for Barnet residents with a physical or sensory impairment. From April 2009, this service replaced the previous day services based at Flightways Resource Centre.
- The new service forms a partnership between Adult Social Services staff (Barnet Independent Living Team) and the user led organisation BDISC (Barnet Disability and Independence Steering Committee). It provides a wide range of services from peer support to preparation for getting paid employment, which aims to improve peoples' quality of life and enable them to maximise their potential to live independently.
- Support is provided under three broad categories; employment and training, rehabilitation and enablement and promoting independence. Referrals for support from the Adult Social Services Barnet Independent Living Team will need to have been assessed by a Care manager under the Fair Access to Care Services (FACS) criteria to qualify for the service
- However individuals who require information and advice or would like to access social or self help activities through BDISC can talk to the BDISC directly.
- The service has developed particular models of peer support to respond to particular needs. This is working well
- BILS working across communities, FACS eligible and lower level needs. Staff report that it is important that it retains equality of access.
- There are fears that personal budgets will decrease the amount of resources input.
- Drop in is an important part of the service and there are questions about how this could be costed as part and individual budget.
- Some clients have been using the service for up to 20 years

Learning Disability Services

- The Learning Disability Services include the widest range of services; composed of day opportunities, residential care, crisis and respite care, supported living, community access and business support services.
- A number of people with a learning disability have taken up paid work tasters and work experience

in the service. These individuals may have been supported to apply for jobs and received on the job support.

- A numbers of people receiving support from the Community Support Team already have a Personal Budget. The Community Support Team had been supporting people through the Personal Budget Questionnaire and support planning process.
- People from other boroughs use the service, they are charged
- Some people may have 1:1 support funded through their care package, this is additional to normal costs for settings
- Some therapy input in settings from external staff or freelancers
- Different types of service will have different hourly rates. This is not reflected in the Direct Payment rate.
- Supported Living links housing and support. There is an option if someone receives a direct payment to choose own support, however this risks the sustainability of the current model of support.
- Crisis bed is available at Valley Way in cases of carer breakdown, or emergencies. It is allocated on the basis of need and until more permanent housing is found. This is a core cost to the service.
- Day services are currently at capacity, there isn't a specific emergency allocation.
- A number of service users at Rosa Morrison and one service user at Valley Way are funded by Continuing Care funding

All services report particular issues around;

- Unpredictability of support requirements. Need for sliding scale of support & resource in order to meet needs.
- For PSI and LD service users, whilst annual and 6 monthly reviews may happen in services in house services do not have access to SWIFT and rely on social work teams to input the latest review information.
- A number of services provide enablement services. These services are not chargeable. Any business plan needs to take this into account and it should be reflected in communications

1.How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Service Users</p> <p>As this is just a transfer of existing operations the direct impact is none. However, the implementation of the personalisation agenda should increase choice and control for individuals. As individuals who do not already have a Personal Budget go through the support planning process and gain an individual allocation they may choose support that is more appropriate for their individual preferences and/or needs, including some that may</p>	<p>Service Users</p> <p>Ongoing communication and support through the change will be very important.</p> <p>There will be further consultation and support for any business related changes.</p> <p>Requirements for future support for service users will be included in the contract with the future service provider (which will be at least 99% council owned), including</p>

		<p>relate to their age. This may have a positive impact on meeting equality obligations.</p> <p>It is recognised as we move to a more consumer led model; services could be subject to change if demand decreases.</p> <p>Service user data has reflected older service user age profile with a low numbers of service users under 30 on average. There are fewer younger people. This could be because they are accessing a wider range of services rather than day centre provisions.</p> <p>Therefore this change will disproportionately affect older people using the services.</p> <p>Many of the day centre users have used services for some time and become accustomed to this routine. They may find any subsequent change more difficult.</p> <p>The DoH (2008) evaluation of Individual Budget pilots found that satisfaction was lowest amongst older people and that a substantial proportion of older people found taking control of their care 'a burden'.</p> <p>Staff</p> <p>The in-house services workforce is on average older than the rest of the department's workforce – in particular there are 13 in-house employees aged 65 or over.</p>	<p>additional support for those who need it to participate in Self Directed Support</p> <p>Staff</p> <p>Individual contract review to ensure all are up to date and consistent with the TUPE transfer.</p> <p>The intention is to maintain the same pension entitlement, terms and conditions.</p> <p>Revisit when the terms of the contract are better understood.</p> <p>There are no planned HR policy changes relating to age.</p> <p>Both Groups</p> <p>To revisit when draw up SLA with the Local Authority Trading Company.</p>
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Service Users</p> <p>As this is just a transfer of existing operations the direct impact is none. However, the implementation of the personalisation agenda should increase choice and control for individuals. As individuals who do not already have a Personal Budget go through the support planning process and gain an individual allocation they may choose support that is more appropriate for their individual preferences and/or needs. This may have a positive impact on meeting equality obligations.</p>	<p>Service Users</p> <p>There is a stream of work to understand the costs to an individual for attending each of the services and also current and future access to individual budgets for service users. It is important that any issues of eligibility or affordability are understood as soon as possible.</p> <p>Staff</p> <p>As above (section 1)</p> <p>Data indicates that remaining</p>

		<p>It is recognised as we move to a more consumer led model; services could be subject to change if demand decreases.</p> <p>We have not, to date, mapped the numbers of people with a personal budget using the in-house services. Some people will not currently receive a Personal Budget and therefore the planned Support Planning and Resource Allocation process may result in changes for individuals.</p> <p>In order to ensure that the different needs of the groups involved are met (ie people with physical or learning disabilities, or with mental health problems, there must be a level of expertise within the LATC to ensure that appropriate skills and knowledge of staff who deliver services can be supported</p> <p>Staff</p> <p>Although a similar percentage of people are recorded as having a disability in the in-house services as in the rest of the ASSD workforce, the in-house services do employ 39% of Barnet disabled workers. The transfer of these services could have an implication in terms of how the public view our treatment of disabled employees.</p> <p>Within these services peer support is an important model of service delivery and policies to encourage people with a disability to apply for posts are being developed. For example, through the Right 4 Work project and others.</p> <p>Service managers have recognised that the staff data does not reflect their understanding of the workforce. There is known to be an underreporting of disability, especially mental ill health.</p>	<p>Barnet staff will be less diverse due to the transfer of Adult Social Services listed in section 3. The Local Authority workforce profile should reflect the profile of the local population. This issue should continue to be monitored through the HR data collection. It may be that targeted work should be undertaken to address this issue in the future.</p> <p>Both Groups</p> <p>To revisit when drawing up SLA.</p>
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Service users</p> <p>As this is just a transfer of existing operations the direct impact is none. However, the implementation of the</p>	<p>Both Groups</p> <p>To revisit when drawing up SLA.</p>

		<p>personalisation agenda should increase choice and control for individuals. As individuals who do not already have a Personal Budget go through the support planning process and gain an individual allocation they may choose support that is more appropriate for their individual preferences and/or needs. This may have a positive impact on meeting equality obligations.</p> <p>Staff</p> <p>This data is not currently collected by HR however, HR policies relating to this equality strand will be transferred.</p>	
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Service users</p> <p>As this is just a transfer of existing operations the direct impact is none. However, the implementation of the personalisation agenda should increase choice and control for individuals. As individuals who do not already have a Personal Budget go through the support planning process and gain an individual allocation they may choose support that is more appropriate for their individual preferences and/or needs. This may have a positive impact on meeting equality obligations.</p> <p>Staff</p> <p>As this is just a transfer of existing operations the direct impact is none based on the assumption staff terms and conditions are transferred across to the new delivery vehicle.</p>	<p>Both Groups</p> <p>To revisit when drawing up SLA.</p>
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Service Users</p> <p>Using the data available (subject to gaps and potential errors), there appears to be:</p> <p><u>Learning disabilities service</u></p> <p>31% of users belong to a BME group – 10% are Black/Black British, 16% are Asian/Asian British</p>	<p>Service Users</p> <p>Monitor and revisit when drawing up SLA.</p> <p>Ensure service user data is kept up to date on databases. Service user feedback should be coded alongside demographic data to unpick whether there are any issues</p>

		<p><u>BILS</u> 39% from a BME group – though again categories used may cause some errors</p> <p>There will be a need to maintain culturally appropriate services and communications will be made available in alternative formats (upon request)</p> <p>Staff 47% of the workforce affected belong to a Black or Minority Ethnic group. This compares to 39% amongst Adult Social Services staff overall, but 72% amongst adult social care providers. So there is a high representation of BME employees amongst the staff to be affected. 35% of the workforce is Black or Black British. This compares to only 23% amongst the wider Adult Social Services workforce</p> <p>There will be an attempt to retain the diversity of the workforce through contract clauses to enable future recruitment of a representative workforce.</p>	<p>or concerns among any particular demographic group.</p> <p>Staff Revisit when SLA</p>
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Service Users As this is just a transfer of existing operations the direct impact is none. However, the implementation of the personalisation agenda should increase choice and control for individuals. As individuals who do not already have a Personal Budget go through the support planning process and gain an individual allocation they may choose support that is more appropriate for their individual preferences and/or needs. This may have a positive impact on meeting equality obligations.</p> <p>Staff There are significant data gaps. Barnet HR policies are to be maintained post transfer to prevent any negative impact.</p>	<p>Service Users Monitor and revisit when drawing up SLA.</p> <p>Staff HR policy to be maintained by new provider post transfer</p>

7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Service Users</p> <p>As this is just a transfer of existing operations the direct impact is none. However, the implementation of the personalisation agenda should increase choice and control for individuals. As individuals who do not already have a Personal Budget go through the support planning process and gain an individual allocation they may choose support that is more appropriate for their individual preferences and/or needs. This may have a positive impact on meeting equality obligations. For example where service prefer single sex support or activities.</p> <p><u>Learning disabilities service</u></p> <p>49% of service users are female</p> <p><u>BILS</u></p> <p>53% of service users are female</p> <p>Staff</p> <p>76% of the staff affected are female. This is in line with the rest of the Adult Social Services workforce. Amongst the wider social care market, an even higher proportion of women are employed in provider organisations.</p> <p>This change will disproportionately affect female employees.</p>	<p>Both Groups</p> <p>To revisit when drawing up SLA.</p>
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Service Users</p> <p>This data is not currently collected however; the new delivery vehicle will need to consider service user feedback, including the feedback from the 'Get Aware' event (2009)</p> <p>Staff</p> <p>There will be no impact. There will be a continuation of Barnet policies and procedures to recognise implicit discrimination.</p>	<p>Both Groups</p> <p>To revisit when drawing up SLA.</p>
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Service Users</p> <p>New service provider will need to consider any service user feedback, including the feedback from the 'Get</p>	<p>Both Groups</p> <p>To revisit when drawing up SLA.</p>

		<p>Aware' event (2009)</p> <p>Staff</p> <p>There will be no impact. There will be a continuation of Barnet policies and procedures relating to civil, conjugal and common law partnerships to recognise implicit discrimination.</p>	
<p>10. Carers (discriminated by association)</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Service Users</p> <p>Carers of those attending day centres may be involved in an individuals support planning process, attendance at a day centre may also offer respite to a family carer.</p> <p>Therefore communication and engagement activities must include carers and family carers.</p> <p>Staff</p> <p>Barnet staff who are also carers may be affected. The flexible working policy will be retained post service transfer.</p>	<p>Both Groups</p> <p>To revisit when drawing up SLA.</p> <p>Communication and support during consultation and engagement.</p> <p>There will be further consultation and support for any business related changes.</p>

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

Service users

The Social Services databases (SWIFT) do not currently record disability categories. The Strategic Commissioning Team are progressing a business case with the Business Systems team to address this.

There is information held on client files that relates to any particular disabilities or health conditions. This is likely to be defined by diagnosis rather than self definition.

The Diversity Monitoring form used by Barnet Adult Social Services asks for demographic profile including type of disability. This allows for feedback to be analysed along demographic profiles where numbers are large enough to be statistically significant.

All the people who use the in-house service will have, at some point, received an assessment that judged the individual to be eligible for support. This is based on an assessment of risk (and need) rather than disability. Over the years eligibility criteria and interpretation of these criteria has changed. We currently use Eligibility Criteria for Adult Social Care criteria (substantial and critical risk) and the Care Programme Approach in mental health services.

The introduction of Personal Budgets for Service Users will involve a full review.

Very broadly, the numbers of people with a disability defined by LBB care groupings is as follows;

49 people using BILS with Physical and Sensory Impairment recorded on SWIFT.

There are 230 people using the in house Learning Disability services (recorded locally), however some people may use more than one service which is not reflected in the numbers.

Staff

Based on staff HR files, the following information is available on % of staff defining themselves as having a disability.

DISABILITY		
	All in-house services	Rest of ASSD
Yes	2%	3%
No	97%	95%
Not recorded	1%	2%

There is currently no information available about the severity of the disability, although line managers should have an understanding of this as part of the workplace assessment process.

Service managers have recognised that the staff data does not reflect their understanding of the workforce. There is known to be an underreporting of disability, especially mental ill health however, it is noted that staff are at liberty to decide whether or not to disclose information of their disability and severity.

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

The council has policies and procedures in place to promote equality of opportunity and eliminate discrimination on the bases of disability and these will need to be maintained and included in the delivery vehicle contract.

There will be targeted and accessible communications to keep people informed (e.g. easy read/ different formats). Information will be made accessible through channels listed in section 12. There will be support for service users during the period of change – e.g. support from a keyworker with Self Directed Support.

Staff terms and conditions such as “reasonable adjustments’ in the workplace according to disability will be will be transferred and maintained.

The people and culture work stream and consultation will support staff issues in addition to informing and receiving feedback from the unions.

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

The process of change or the result of change may result in different satisfaction ratings amongst groups of residents. There may be changes amongst those who use the services particularly as the branding of the LATC is currently unknown. Therefore it is difficult to anticipate the impact of the proposal on Barnet’s reputation. However, this will be monitored and measured by staff surveys, SLA clause for LATC (staff survey) and the Place survey (external residents’ feedback).

Feedback from DoH (2008) evaluation of Individual Budget pilots found the following;

- People using Individual Budgets were more likely to feel in control of their lives than people receiving conventional social care support.
- Satisfaction varied between client groups and as highest among mental health service users and physically disabled people, and lowest among older people.
- A substantial proportion of older people felt that taking control of their support was a 'burden'.

However, Department of Health officials pointed out that the evaluation period ran from November 2005 to December 2007, and that things had improved since in the pilot areas. In particular, they have argued, [the concerns of older people about individual budgets have abated and take-up has improved](#).

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

Branding is currently unknown. Barnet's reputation could be better or worse as a result of the change. This will be monitored and measured by staff surveys, SLA clause for LATC (staff survey) and the Place survey (external residents feedback).

The Communications plan addresses key stakeholder groups and will be used as a tool to control reputation changes.

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

Individual budgets – Increasing choice and control

The implementation of the personalisation agenda will provide eligible people with the opportunity to increase choice and control over purchased services, whether council managed or otherwise provided. As individuals who do not already have a Personal Budget go through the support planning process and gain an individual allocation they may choose support that is more appropriate for their individual preferences and/or needs. The council would anticipate that this would have a positive impact and support its obligation to meet its statutory equality duties.

Direct payments, personal budgets and, to a lesser extent, individual budgets are at the core of the government's aim of personalising adult social care services around the needs of users. Through the [Putting People First initiative](#), councils will be expected to significantly increase the number of people receiving direct payments and roll out a system of personal budgets for all users of adult social care, from 2008-11. In the long-term all users should have a personal budget from which to pay for their social care services, apart from in emergencies.

Putting People First is the culmination of a policy process that began in 2005, with the adult social care green paper, *Independence, Well-being and Choice*, and was developed through the 2006 health and social care white paper *Our Health, Our Care, Our Say*.

The Department of Health is driving the Putting People First initiative, but scepticism remains among practitioners and social care leaders about the impact of personalisation on social workers' roles, on levels of risk carried by service users and about whether councils will be adequately resourced to deliver reform.

Transfer of Council activity to a Local Authority Trading Company

The London Borough of Barnet commissioned a Lessons Learned report from PriceWaterHouse Coopers of previous service outsourcings.

This recognised the following 'The majority of outsourcing arrangements reviewed as part of this work are delivering effective, and in many cases, high levels of services. Whilst many of the deals were procured some years ago, through standard procurement processes and within relatively traditional delivery vehicles, a number of lessons learned have been identified. These lessons should be used to inform the design, procurement and client side management of any new delivery vehicles, considered as part of the future shape project.'

In order that the council feels more confident about the Council and the way it does its business PWC recommended that the following 6 criteria are applied to any future transfers

1. To recognise the need and purpose for partnerships by establishing what successful working arrangements are. This will mean that the Council and its partner(s) acknowledge:

- the principal barriers to successful partnership working,
- there is a mutual understanding of those areas of activity where Partners can achieve some goals by working independently of each other and
- that both sides build customer satisfaction at the heart of the purpose of the venture.

2. To develop clarity and realism of purpose by ensuring that the partnership has a clear vision, shared values and objectives underpinned by agreed service principles.

- clearly defined joint aims and objectives (which are realistic)
- clearly defined service outcomes.

3. To ensure commitment and ownership by:

- demonstrating clear commitment to Partnership working from the most senior levels of the organisation,
- employing widespread ownership of the Partnership across and within all Partner organisations and
- Ensuring that working outside of the Partnership is discouraged and dealt with.

4. To develop and maintain trust by being clear about the way the Partnership is structured and recognizes and values each Partners contribution.

- benefits derived from the Partnership must be fairly distributed among all Partners
- levels of trust within the Partnership must be high
- shared risk taking.

5. To develop clear and robust partnering arrangements by:

- being clear as to what financial resources each Partner brings to the Partnership,
- that resources that each Partner brings to the Partnership are understood and appreciated
- that each Partner's area of responsibility is clear and understood with strong lines of accountability for the performance of the Partnership as a whole and
- The Partnership's principal focus is on process, outcomes and innovation.

6. To monitor, measure and learn by ensuring that each Partner has clear success criteria in terms of both service goals and the Partnership itself. The Partnership must:

- have strong monitoring and management arrangements
- clear and robust structure that enables the Partnership's aims, objectives and working arrangements to be reconsidered and, where necessary, revised in the light of monitoring and review findings but also changing customer and delivery requirements.

It is important that any consultation considers monitoring against different demographic characteristics. Coding will unpick whether there are any issues or concerns among any particular demographic group

7. 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)

Please refer to draft engagement and communications plans for:

- Service Users, Carers and Parents
- Staff and Trade unions

For further information contact: Richard Harrison, Project Manager x2109

Please also see section 14

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.*

As this is just a transfer of existing operations there will be no real change directly impacting upon communities. However, we are confident that the implementation of the personalisation agenda will increase choice and control for individuals to purchase more inclusive activities.

9. 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.*

There are planned activities to consult residents and service users in the communications and engagement plan. These include consultation days, 1:1 communication, newsletters (including Easy Read), CommUNITY Barnet website, Barnet First and the Barnet council website.

The communication channels and approach to consultation will be revisited for each critical milestone to ensure this is fit for purpose. Feedback from service users will also inform as to their preferred method of communication.

10. Decision:

No Impact

☐

Positive Impact

☐

Neutral Impact

☒

Negative Impact or
Impact Not Known

☐

8. Adults Social Care re-tendering

Description of change in service: Re-tendering of services to achieve better value for money – Meals at Home; Homecare; Community Equipment.

Assessing the equality impact	Examples of evidence	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?	N/A – the proposal relates to achieving better value for money and has negligible adverse impact on the community.	<ul style="list-style-type: none"> No expected equality impacts of proposals. The re-tenders seek to maintain services that support all sections of the community who are assessed as requiring a service.
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?	The services being re-tendered currently deliver high satisfaction levels e.g. user survey by L.B Enfield on behalf of L.B. Barnet and the low level of complaints. In the case of meals in the home and domiciliary care, the re-tenders are taking place due to expiry of contracts. In the case of community equipment, a review of the service model is taking place.	<ul style="list-style-type: none"> It is not expected that the re-tendering of these services will lead to a change of satisfaction ratings.
Does the proposal change Barnet's reputation as a good place to work and live?	High performing commissioned services enhance Barnet's reputation and as a good place to work and live. It is expected that as a result of the re-tendering exercises Barnet's reputation in this respect will remain positive.	<ul style="list-style-type: none"> It is not expected that the re-tendering of these services will change Barnet's reputation as a good place to work and live
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	The re-tendering exercises will help ensure that that Barnet's diverse communities continue to feel confident about the manner in which the Council conducts its business. Tenders will be carried out according to procurement regulations to ensure that the Council's reputation for probity is maintained.	<ul style="list-style-type: none"> It is not expected that Barnet's diverse communities will have confidence impacted positively or negatively by the re-tendering exercises
How will the new proposals enable the council to promote good relations between different communities?	The re-tendering of community based services contribute toward ensuring that vulnerable people can remain in their own home and can help promote good relations between different communities.	<ul style="list-style-type: none"> The services being re-tendered help to support people living in the community and largely in their own home. The re-tendering of these services is expected to impact positively on good relations between different communities.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	The savings delivered through re-tendering of a number of community based services has involved residents, particularly with regards the re-tendering of domiciliary care and enablement. For the re-tendering of domiciliary care a group of service users and service – user representatives were involved in review the service, specifying the new one and participating in the tender process.	<ul style="list-style-type: none"> The re-tendering exercises are a result of a review of the existing services (meals, home care and community equipment).

8.How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Age	yes	The re-tendering of services will affect older people as they are a predominant group of service users and their providers could change.	The re-tender process includes service user input and providers need to demonstrate an understanding of older people's needs.
Disability	Yes	The re-tendering of services will affect disabled people as they are a predominant group of service users and their providers could change	The re-tender process includes service user input and providers need to demonstrate an understanding of older people's needs.
Gender reassignment	No	No impact identified.	
Pregnancy and maternity	No	Everyone across the service will receive a service based on eligible need.	Providers need to demonstrate an approach which responds to individual need. Where a disabled person receiving services is pregnant their needs should be responded to. Numbers are very low.
Race / Ethnicity	yes	The department contracts with specialist religious and cultural providers. Contractors are expected to be able to respond to needs defined by race and ethnicity	All contracts with providers cover the requirement to address race and ethnicity. People with personal budgets are able to choose providers who address their religious and cultural needs.
Religion or belief	yes	The department contracts with specialist religious and cultural providers. Contractors are expected to respond to needs defined by religious needs.	All contracts with providers cover the requirement to address race and ethnicity. People with personal budgets are able to choose providers who address their religious and cultural needs
Gender / sex	yes	Female service users are more represented amongst the service users.	Providers are used to responding to the needs of men and women. An

			example is where a carer from a particular sex is required the home care provider is expected to respond to this need.
sexual orientation	No	Service users are responded to regardless of sexual orientation.	
Marital Status	No	There is no impact	
Carers (discriminated by association)	Yes	Providers are encouraged to work positively with family members/carers.	Feedback from family carers through complaints and carers panel is used to inform quality monitoring of providers. Social Care Connect provides a mechanism through which carers can directly comment on providers.

9. Voluntary Sector Budget Proposal

Equality Impact Assessment

Description of change to service:

There are two distinct but related proposals concerning the voluntary sector budget:

- 1 The council proposes to reduce the annual voluntary sector budget by £350K in 2011/12 and to implement this by applying a standard 13% reduction to the funding paid to each organisation.
- 2 The council next proposes to reduce the annual budget by a further £550K in 2012/13 and to implement this by re-commissioning all or most voluntary sector provision. Organisations' proposals have been invited by 31.3.2011.

Re-commissioning the sector is intended to forward the strategic objectives set out in *Looking after yourself - a prevention framework for Barnet* and the conclusions of the review of the voluntary sector carried out during 2010. The council believe that there are opportunities for its expenditure to deliver improved value for money and that re-commissioning the sector would mitigate the effects of the reduced amount of funding available. Key areas that would contribute to delivering better services for less money include:

- achievement of savings through efficiencies that avoid or minimise the impact on service users, for example by reducing back-office expenditure and overhead costs
- greater emphasis on services that are able to achieve good outcomes by providing practical support for short-term periods rather than support which is provided long-term or indefinitely
- joining up similar services so that they are better able to respond to the common needs of different customer groups
- increased use of volunteers and other social capital, both in supporting service users directly and in service management and administration

- innovation in enabling people and communities to define and find solutions to their own support and well being needs
- development of a user-led market that provides affordable services for direct purchase by Individual Budget holders as well as by people who do not qualify under Adult Social Services' eligibility criteria

The intention is that the entirety of prevention provision currently supplied by the voluntary sector would be re-commissioned during 2011/12. At this stage, the council proposes that six new contracts listed below would replace all current contracts and agreements. Procurement would be completed during 2011/12 for commencement on a phased basis and priced in line with the full budget reduction of 33%.

- Information, advice and advocacy
- Day opportunities for people with mental ill-health
- Support and respite for carers
- Outreach support for black and minority ethnic communities
- Support for older people
- Support for people with learning disabilities

The procurement approach will be founded on the principles of the council's Third Sector Commissioning Framework including the presumption that future services will be procured through a competitive process. Recommendations concerning the procurement process for each contract will be submitted to Cabinet Resources Committee during 2011/12

During the year ahead, the council will consult closely with service users, providers, care managers and other key stakeholders concerning the service models to be commissioned, implementation plans and transition arrangements. Work will be undertaken in compliance with project management principles, and will be subject to Equalities Impact Assessment, further formal consultation and other checks and tests as appropriate.

A summary of information about organisations and services compiled as part of the 2010 review of voluntary sector services is attached for information at appendix

Decision on impact

No Impact	Positive Impact	Neutral Impact	Negative Impact
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Comment

The proposed budget reduction would lead to a reduction of service provision almost exclusively intended for people who have disabilities or age-related frailties with consequent effects on the numbers of people supported and the quality of support during 2011/12. However, the effects cannot be fully quantified at this stage since they would involve implementation by a large number of organisations whose plans are incomplete at present but the assessment is that it would be likely to have a negative approach. The council intend to improve the effectiveness of the voluntary sector by re-commissioning all or most services during 2011/12 and 2012/13. This is highly likely to mitigate the adverse effects of budget reductions but the numeric effects in terms of changes in the numbers of people supported, the outcomes of the services they receive, and the effects in terms of the equalities groups are also unquantifiable at this stage

Equality Strand	Affected	Explain how affected
Overall impact: negative		
Ethnic group	Negative	<p>£240K or 8% of the voluntary sector budget is allocated to six specialist organisations that provide services for Asian and Afro-Caribbean communities. Examples of these organisations include Barnet Afro-Caribbean Association, Asra Housing Association and Barnet Elderly Asians Group. Support is mainly delivered through group activity and drop-in services within resource centre settings, including Barnet's Multi-Cultural Centre. Services in total support around 850 people at any one time, with a reported turnover of around 20% per annum. Most of this provision is targeted to older people.</p> <p>A number of other non-specialist organisations also provide BME-specific services either independently or in partnership with specialist organisations, such as support for Asian carers</p> <p>The ethnic composition of the overall population of people using voluntary sector services is not known.</p> <p>Reduction of the budget would be likely to lead to a reduction in specialist activity and could potentially put at risk the viability of specialist organisations. Reduction of the budget would also be likely to reduce the volume and quality of support available from non-specialist organisations with consequent adverse effect on the overall numbers of people from ethnic minority communities who access and benefit from support. These adverse effects would be mitigated through measures set out in the Equalities Improvement Plan below.</p>
Age	negative	<p>The age composition of the overall population of people using voluntary sector services is not known.</p> <p>Over £900K or 36% of the voluntary sector budget is allocated to services intended exclusively or mainly for older people, and estimated number of these service users are roughly proportionate. Services for older people represent the largest part of voluntary sector provision involving 17 different organisations. These include large organisations such as Age UK Barnet (formerly Barnet Age Concern) and Alzheimers Society, and a number of mainly smaller organisations including some with no paid staff and receiving funding of less than £3K. Services are very varied, including day centre-based provision for people with high needs, group activity such as exercise classes, practical support such as handyperson services, and social activity such as luncheon clubs</p> <p>Remaining services work with all age groups, including young people in transition although there is no specific provision for this group</p> <p>Reduction of the budget would be likely to lead to a reduction in the volume and/or quality of support for older people but this adverse effect would be mitigated through measures set out in</p>

		the Equalities Improvement Plan below
Gender	negative	<p>The gender composition of the overall population of people using voluntary sector services is not known</p> <p>It is likely that women make up the majority of voluntary sector service users, taking into account the proportion of the budget and of the service user population allocated to services that are intended exclusively or mainly to support older people and people who are carers.</p> <p>A small number of specialist services work exclusively with women, focussing particularly on groups who are at risk of exclusion and discrimination. Examples include organisations that provide support for older Asian women, for example Barnet Asian Womens Association which offers social and cultural activities as well as specialist advice and counselling for women experiencing domestic violence and mental illness</p> <p>Reduction of the budget would be likely to lead to a reduction in the volume and/or quality of support for service users although this would not necessarily be a gender-specific effect. Adverse impacts would be mitigated through measures set out in the Equalities Improvement Plan below</p>
Disability	negative	<p>The overall purpose of the council's expenditure on voluntary sector services is to provide a range of preventative support that will help people who have disabilities or who are aging to live as independently as possible. Service users include people who are at risk of requiring statutory care provision or an escalation of such provision as well as people with low or moderate needs, although most services work with people in the latter.</p> <p>Services include specific provision for people with mental ill-health, people with learning disabilities and older people, as well as services that operate generically across disabled customer groups. In terms of these customer groups, annual voluntary sector expenditure breaks down as follows:</p> <ul style="list-style-type: none"> • £243K for support for people with learning disabilities, provided by three organisations including Barnet Mencap • £460K for support for people with mental ill-health, provided by nine organisations including Mind in Barnet and Richmond Fellowship • £938K for support for older people, provided by seventeen organisations, referred to under Age above • £660K is allocated to support and respite for carers, delivered mainly through Barnet Carers Centre • £267K for information, advice and advocacy services provided by organisations such as Disability Action in Barnet and Advocacy in Barnet that work generically across disability groups <p>The proportions of service users who have substantial or critical needs under Adult Social Services FACS criteria vary widely within the sector. Although organisations have categorised most services as intended mainly for people with low or moderate</p>

		<p>needs, almost half of services estimated that more than 20% of users had substantial or critical needs, with particularly high proportions reported by services for people with learning disabilities, day centre-type provision for older people, and advocacy services.</p> <p>Detailed data concerning the disabilities experienced by voluntary sector services users is not available. However, it is likely that the great majority have one or more disabilities. In the case of services intended to support carers, the individuals who are cared for are likely to include many with substantial or complex needs.</p> <p>Reduction of the budget would be likely to lead to a reduction in the volume and/or quality of support for people with disabilities but this adverse effect would be mitigated through measures set out in the Equalities Improvement Plan below</p>
Religion or belief	negative	<p>Data on the religion or belief of voluntary sector service users is not available. Support with religion or belief is not generally a major element within current service provision but is likely to be significant in services that are able to offer individual person-centred support planning and services for particular minority communities including specialist provision for Jewish people.</p> <p>Reduction of the budget would be likely to lead to a reduction in the volume and/or quality of support for people concerning their religion or belief but this adverse effect would be mitigated through measures set out in the Equalities Improvement Plan below</p>
Sexual orientation	neutral	<p>Data on the sexual orientation of voluntary sector service users is not available. It is unlikely that this equality strand, as a group would be disadvantaged by this proposal</p>
Low income	negative	<p>Data on the income of voluntary sector service users is not available.</p> <p>Reduction of the budget would be likely to lead to a reduction in the volume and/or quality of support available for Barnet people. This would also be likely to impact most on low income groups that in terms of relative spending power and support need are more likely than higher income groups to have particular dependence on the free or low-cost services provided by the voluntary sector</p> <p>This potential adverse effect is mitigated through measures set out in the Equalities Improvement Plan below</p>
What action has been taken already to mitigate this?		
<p>Adult Social Services has used its reviews of prevention strategy and voluntary sector services to inform its objectives for re-commissioning provision for disabled people. It is intended to complete a procurement programme over the next two years that will replace most or all current agreements in</p>		

order to consolidate and refocus provision to deliver the council's priorities. Existing services work well in their own terms but there is significant potential for more effective delivery to mitigate budget pressures.

Assessing the equality impact	Examples of evidence	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?	The existing evidence base is largely subjective and based on service users' perceptions of the support they have received. Data to enable consistent comparison across the voluntary sector and wider benchmarking is not available. This position partly reflects the origin of most services within the grants programme rather than as products of evidence based commissioning, the diversity of activity and objectives within the sector, practical difficulties in defining measurable and objective indicators, and shortages of administrative resources. The Equality Improvement Plan sets out actions to ensure compliance with the council's equalities duties including performance measurement.	<p>The headline impact of the proposed budget reduction would be a loss of some service capacity and/or service quality.</p> <p>The council's reviews of prevention strategy and the voluntary sector services found good evidence that the voluntary sector could operate more effectively and deliver better value for money if it were commissioned differently. Re-commissioning the sector would most probably mitigate the proposed budget reduction to a significant extent.</p> <p>Improved outcomes are expected from increasing the proportion of services that:</p> <ul style="list-style-type: none"> • provide short-term support that delivers specific benefits within a time-limited period • target support to critical risk points such as hospital discharge or stepping down from residential care • reduce reliance on council funding through appropriate charging and use of social capital
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?	A range of proxy data is available to assess performance in equality of access and outcome for voluntary sector service users by comparison with related statutory and voluntary services.	<p>Re-commissioning the sector is expected to lead to greater satisfaction among those groups that the council consider to be most likely to benefit from support. Groups would include representation of all equalities strands, reflecting the diversity of those needing support.</p> <p>Implementing the proposed changes is likely to lead to anxiety and dissatisfaction among current service users, but this is expected to be balanced by increased satisfaction among users benefiting from new service provision.</p> <p>The Equality Improvement Plan</p>

		includes relevant mitigations concerning communication with current service users and their involvement in planning future provision.
Does the proposal change Barnet's reputation as a good place to work and live?	Although it is expected that the outcomes of re-commissioning voluntary sector provision would mean that Barnet's reputation would remain positive, publicity about the council's budget reductions and about the actual or potential effect on existing organisations and service users would be likely to lead to a level of dissatisfaction during the implementation period. This would be exacerbated in the event of legal challenge. .	Good communication with service users' and clarity about future provision would mitigate dissatisfaction resulting from uncertainty during the implementation period. People using services intended for decommissioning would remain dissatisfied however.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	Many residents will generally accept the need for change in response to budget pressures, but many residents are also likely to regard the voluntary sector as a special case and reduction of funding for prevention to be inconsistent with Big Society objectives and counter-productive because it will increase costs elsewhere	Risks to the confidence of diverse communities are likely to be highest among those most directly affected by the proposed budget reduction including existing service users and people using social care, health and similar services
How will the new proposals enable the council to promote good relations between different communities	The council's strategic intention to procure services that are user-led through a Centre for Independent Living, and that operate more generically and are better coordinated is intended to promote understanding of the common interests and needs among different communities	Implementing the full 33% budget reduction through standard pro rata reduction of each organisation's funding would be highly divisive since services for some communities would become unviable in contrast to others. A procurement programme would set out a rational basis for re-allocation of resources across and between different groups
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	<p>The council has completed consultation with Barnet residents on the proposed budget reduction for 2011/12. The majority of respondents opposed the proposals</p> <p>Concerns expressed by a small number of organisations concerning their financial viability as a result of the proposed budget reduction are reflected in plans for transitional protection summarised in the Equalities Improvement Plan</p> <p>The council has invited voluntary organisations to make proposals for re-commissioning the sector based on proposed budget resources and approved strategic principles. Detailed procurement plans are expected to be the subject of intensive consultation with key stakeholders during 2011</p>	Taking into account the relatively small numbers of respondents, the differences in the views expressed by different groups are not considered statistically significant

Equality Improvement Plan

Equality Objective	Action	Responsibility	By when
To ensure that the 2011/12 reduction of 13% is implemented without disproportionate impact on organisations or services	Review the impact of the reduction on each organisation's services in order to identify risks that organisations or services may become non-viable	SCT	March 2011
	Where appropriate provide financial protection through a lower rate of funding reduction on a transitional basis to ensure organisational viability and service continuity	SCT	From Q1 2011/12
	Ensure that financial protection is achieved within the approved budget by completing a number of re-commissioning projects early during 2011/12 in order to achieve additional in-year savings	SCT	March 2012
To ensure that individual service users do not experience disruption as a result of re-commissioning activity during 2011/12	Fund transitional provision by completing a number of re-commissioning projects early during 2011/12 in order to achieve additional in-year savings	SCT	ongoing
To ensure that prevention services recognise the importance of outreach to ethnic minority communities or other groups where there is evidence of under-representation in mainstream services	Re-commission specialist outreach provision on a stand-alone basis	SCT	March 2012
	Apply a lower rate of financial reduction to this provision in order to ensure viability	SCT	Sept 2011
To ensure that re-commissioned services prioritise people with disabilities who are at most risk	Continue to provide funding for prevention services that support people with substantial or complex needs, or that provide support at periods of key risk eg on hospital discharge	SCT	March 2012
To ensure appropriate provision for people with low and moderate needs	Re-model provision for people with lower levels of need in order to deliver short-term support.	SCT	March 2012
To maximise the numbers of people who are able to benefit from	Re-commission services that are able to demonstrate effective recruitment and retention of volunteers resources and/or that are able to offer sustainable	SCT	March 2012

funding for the voluntary sector	match-funding to minimise the council's contribution		
To minimise overhead costs that reduce funding for service delivery	Use procurement strategy to encourage economies of scale through consolidation of services and organisational infrastructures	SCT	March 2012
To ensure equalities groups are influential in re-commissioning services	Implement expert user advisory groups to participate in service design, transition-planning and the selection of contractors	SCT	April 2011
To ensure that commissioners have satisfactory data and other information to assess compliance with equalities duties	Implement consistent requirements for data collection and reporting within interim contracts for 2011/12 and within re-commissioned contracts	SCT	April 2011

Voluntary Sector Organisations and Services

The following summary information has been extracted from the 2010 report of the review of voluntary sector provision receiving funding from Adult Social Services

Organisations & Services - Summary Data

Organisation Location

Of the 41 organisations surveyed, 32 described themselves as entirely Barnet-based. Eight other organisations were large-scale national entities, mainly RSLs, and one smaller organisation operated regionally. Funding distribution followed a roughly similar distribution, with national organisations received on average slightly less than the average for local organisations..

Organisational Size and Funding

There is no clear relationship between the size of an organisation and the amount of funding it receives. However, larger organisations tend to receive lower than average funding and the very largest organisations are among the lowest funded.

Although many organisations, particularly smaller ones, receive most or all income from AdSS funding, many others receive substantial income from other programmes such as Supporting People and CQC-registered social care provision, or from external sources. Comparison of organisations' annual turnover and AdSS funding gives some indication of the extent of budget dependency.

Funding as % of Turnover	organisations	Total funding	Ave funding
<20%	16	£517,139	32,321
20-50%	7	£892,490	127,499
50-75%	7	£1,035,623	147,946
>75%	3	£68,267	22,756

Employees

Two-thirds of funded organisations have 10 or fewer paid employees working in Barnet, including four that are entirely operated by volunteers.

No of paid staff	organisations	Total paid staff
0	4	0
1	4	4
2-3	7	20
4-10	8	53
10-20	3	41
20-50	7	216

Two known larger employers are not shown in the table - Jewish Care (950) and Dimensions (14), and data was not available for six other organisations

There is an equally broad spread in terms of recent annual financial turnover:

Annual turnover	organisations
-----------------	---------------

<£5K	5
£20-100K	8
£100-250K	2
£250-500K	4
£500K-£1M	9

Eight of the 13 organisations in the two lowest value bands have newly transferred to AdSS funding wef April 2010 following transfer from corporate grant funding administration.

Four large organisations are not shown in the table - Dimensions; Richmond Fellowship; Jewish Care; British Red Cross. Three small organisations gave no data

Organisational Specialism - Ethnicity, Culture, Faith

Seven organisations self-identified the specialisms shown below. They include both large and small organisations.

Hendon Satsung Mandal	Hindu, Gujarati speaking
Asra Housing Association	Asian
Barnet African & Caribbean Association	African & Caribbean
Barnet Asian Old Peoples' Association	Asian
Barnet Asian Women's Association	Asian
Jewish Association for Mental Illness	Jewish
Jewish Care	Jewish

Volunteers

32 organisations reported using a total of over 4,500 volunteers at the time of the survey, although 1600 of this total is attributable to Jewish Care (2000) and RSVP (600). One organisations said it used volunteers but did not indicate the number All other organisations reported volunteer totals of up to 100, with a roughly even distribution of providers:

No of volunteers	organisations	Total volunteers
<10	11	55
10-30	9	172
31-100	10	759

Only three organisations reported that they supported no volunteers (Chipping Barnet Day Centre; Interact; Barnet Care and Support Service). It was noticeable however that the national organisations, mainly RSLs, reported either very little use of volunteers or did not provide data.

All organisations self-identified as not-for-profit or charitable bodies, with multiple registrations in some cases, although six did not provide registration details of any kind. 26 provided confirmation of Charities Commission registration, 19 gave Companies House registrations and 5 identified as RSL's. Four organisations (Dabb, Dimensions, BCSS, Jewish Care) reported CQC registration.

Accreditation

9 organisations in total said they had obtained external accreditation of some kind, excluding CQC registration, and 27 organisations reported none

Three organisations (Mind in Barnet; Richmond Fellowship; Disability Action in Barnet) reported multiple accreditations and seven other organisations reported single accreditation, including

PQASSO (High Barnet Good Neighbour Scheme; Advocacy in Barnet; Barnet African & Caribbean Association; Friends in Need) and Investors in People (Dimensions, Asra HA).

CRB Clearance

Paid Staff

Of the organisations with paid employees, 27 organisations reported that CRB clearances were in place but 5 organisations said they were not although one of them reported checks were in progress.

Most organisations said that checks were repeated periodically but 5 indicated that the check carried out at recruitment was not repeated. The most common frequency was three years (16 organisations), but three completed updates more frequently and two less frequently at 4 and 5 year intervals, and one organisation made no response

Volunteers

Of the 33 organisations that made use of volunteers, 18 carried out CRB checks although one only checked a proportion of volunteers. 5 organisations said they made no checks and 10 other organisations gave no response. Together the 15 organisations that did not give positive responses reported using a total of almost 450 volunteers

Of the 18 organisations that carried out CRB checks, 2 carried them out only at recruitment. 2 organisations repeated checks every two years, 7 every three years, and 1 every five years. 6 organisations did not answer the question

Insurance

Seven organisations failed to confirm public liability insurance, and two other organisations reported very low levels of cover. The organisations concerned include a mix of medium sized and smaller organisations. A further three small organisations with paid staff failed to confirm employers liability insurance.

SERVICES

Analysis by Service Type

Data excludes services expiring March 2011 and funded by Stroke Grant and Innovation Funding

	LBB Funding	Organisations	Services	2009/10 No of Users	2009/10 New Users
Day Centre/Resource Centre	829,868	10	12	2638*	304*
Group Activity	229,492	11	15	2724	455**
Individual Support	542,278	18	22	6225	2143
Information & Advice	131,498	2	2	7950	n/a
Employment related	147,725	4	5	344	138
Carers & Respite Services	645,544	5	23	6415	2308

* nil data reported by 5 services

** nil data reported by 2 services

Analysis by Primary Need Group

Primary Need Group	LBB Funding	% Funding	Organisations	Services
Generic	239,651	9	4	6
Learning disabilities	317,795	12	5	15
Mental ill-health	444,327	17	8	12
Older people	1,006,351	38	17	26
Physical / Sensory Imp't	10,200	<1	1	4
Carers / Respite	645,554	24	5	23

Analysis by Duration of Service

Duration	No of Services	No of Users 2009/10	No of New Users 2009/10	% Turnover
Long-term / indefinite	57	27,375	2,845	10
Up to 2 years	11	1,231	652	53
Up to 6 months	8	3,474	2,127	83
Short duration	8	8,820	8,734	99

Service Users known to AdSS

Providers were asked to estimate the numbers of service users who were also receiving community-based support provided by adult social services

Data was provided for 30 services covering 23% of total service users within the four sectors listed in the table below

Sector	No services providing data	Total users of services for which data provided	% of total service users in sector	No receiving AdSS community-based support	% of total users of services for which data provided
Day centres / resource centres	4	888	33	301	34
Group Activities	5	200	7	52	26
Individual Support	5	2379	38	1314	55
Employment related	10	263	76	192	73

1. Youth offer, arts, play and sports and teenage pregnancy

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

Why is it needed?

The Council is planning for at least a 26% reduction in government support over the next 4 years. Revenue savings of £6.4m are proposed for the Children's Service in 2011/12. £1,457,000 of these savings relate to the Youth Offer, with a further £104,000 related to a reduction in the funding available for arts, play and sports, and £90,000 related to ceasing dedicated support for services aimed at reducing teenage pregnancy.

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

These proposals aim to achieve total savings of £1,651,000. The proposals arise out of the initial stages of the One Barnet Youth Offer project. One Barnet projects aim to support increased efficiency in the delivery of public services, as part of a joined up approach to service delivery.

The new Youth Offer aims to reshape and reduce youth support services through integrating Youth and Connexions Service, education welfare services for older young people, play services, sports development services, young people's participation and the youth offending service. This new multi agency support model will direct the available resources at vulnerable young people to provide targeted support and guidance, reducing the Council funding for universally available information, advice and guidance services in schools. The aim of the new model is to reduce high risk behaviour and to reduce the number of vulnerable young people not in employment, education or training. It is also proposed to save premises costs through no longer offering local authority provided youth-related services and activities at the Hendon Youth Base and the Rainbow Centre, and to reduce the Children's Service commissioning budget available for arts, play and sport. The new Youth Offer would seek to improve support for voluntary sector and other providers to increase activities and opportunities and develop sustainable services, including in arts, play and sport. Under the proposals, there would no longer be dedicated support services aimed at reducing teenage pregnancy, but generic teenage pregnancy and sexual health advice would be delivered by the new Youth Offer.

Who is it aimed at?

Youth support services are currently spread across several divisions within the Children's Service. They include some universal services such as information, advice and guidance in schools; arts, play and sports opportunities available at a number of venues; and participation work to engage young people in decision-making. Some of the services are targeted at specific groups of young people for example those at risk of not being in education, employment or training (NEET) or those at risk of poor sexual health or teenage pregnancy. Some services, such as youth offending and educational welfare services, are statutory and aimed at young people most at risk of not achieving their potential.

Who is likely to benefit?

The proposal involves targeting resources towards vulnerable young people, reducing universal information, advice and guidance located in schools (whilst maintaining statutory requirements) and reducing the direct provision of universally available activities. The voluntary sector is likely to be impacted by reductions in grant funding; however, resource will be made available to ensure there is a training and advice function to support voluntary sector organisations.

The young people who responded to a questionnaire about the budget proposals tailored to young

people (165 respondents) described using a range of youth support services, with 60% accessing a Barnet service 1 – 2 days per week and 75% had made contact with a Youth Support Worker during this time. When asked what they would do if the service they used was not there the highest number responded, 'stay home' (36%), followed by 'get into trouble' (28%). When asked about the Youth Support Worker they know 61% felt they had been supported to plan for their future employment or education, 57% felt they had been supported with a difficult peer group situation, 78% had been supported to take up a new activity, 26% had been supported through court proceedings and 31% had been supported to return to education following exclusion.

How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?

Consultation was carried out via a number of methods and was designed to be as comprehensive as possible, enabling stakeholders to give feedback and put the proposals into context against their needs. Consultation events were held with stakeholders, including schools. A consultation paper on the Youth Offer was emailed to key stakeholders, an online questionnaire was also conducted, and a dedicated email address set up.

Respondents to the online questionnaire were asked to either state which organisation they were replying on behalf of or to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

As at 31 January 2011 a total of 198 people responded to all or one of the questions related to the youth offer. Of those who gave their personal details via the online questionnaire (excludes those representing an organisation and those who did not answer the question):

- 82% (82) were female
- 38% (40) were aged 35 to 44, with 30% (31) aged 45-54
- 62% (65) were white British and 11% (11), white other, 9% Asian or Asian British (9), with small numbers in the other ethnicity categories.
- 41% (40) were Christian and 14% (14) Jewish.
- 3 people (out of 103) stated they had a disability under the DDA

This is not comparable with young people accessing services. Information on the young people providing information about themselves in response to the questionnaire for young people can be found below. The 73% of respondents identifying themselves as white British or white other is roughly in line with Barnet's population (66.8% White according to ONS data). In the 2001 census 14.8% of residents were estimated to be Jewish, which is roughly in line with the respondents.

A wide range of young people were also consulted on the youth offer proposals including via consultation meetings and an online questionnaire specifically for young people. Of the 165 respondents to the questionnaire for young people the highest number were aged 15-16 (38%), males made up (53%), and the highest ethnic group represented identified as White British (42%) followed by Black British – African (24%). This compares with 32% of secondary schools pupils in Barnet being white British and 10% black African. 18% of respondents identified as having a disability under the DDA description, compared with the 7% that are estimated to have disability under the DDA nationally, which suggests the views of these respondents have been well represented.

Respondents to the overall questionnaires and at consultation events expressed the view that all young people needed support, not just the vulnerable, and that young people from different backgrounds need to mix with peers in order to increase inclusion and understanding. Reduced resources available to the Council overall and to the Children's Service mean that it will not be possible to continue to offer the same level of support universally. However, we will work closely

with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised so as many young people as possible can continue to access services.

It was also felt that the proposal could lead to rises in youth unemployment, teenage pregnancy, and first time entrants to the youth justice system, which would cost more in the long term. To help ensure resources are targeted at the most vulnerable we will work closely with schools to ascertain their priorities for youth support services, and seek their views on whether they would like to purchase additional support around youth services as part of a traded service. We will work closely with all partners, which should enable us to identify at an early stage those young people at risk of not achieving their potential and to direct services accordingly. Some respondents did suggest that integration could be positive by reducing any duplication and helping to preserve frontline services. It was also suggested that the voluntary sector could engage with families with personal budgets and build relationships directly with disabled young people and their parents.

Concerns were expressed around reducing the current provision for disabled young people at Finchley Youth Theatre. It is highly regarded by current users, especially for its role in promoting inclusion and interaction between those with and without disabilities. Finchley Youth Theatre will continue to offer services.

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.

As indicated above, stakeholders were consulted via a range of methods with the option of responding verbally, by post, by email or online. Under the new model, youth support services will be targeted at those most in need of support, with vulnerable groups likely to include those with disabilities, those at risk of becoming NEET, and young offenders.

The [Profile of Children and Young People in Barnet](#) contains some of the data used to evidence the potential effects on different equalities strands.

2. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children from black African and Caribbean backgrounds are more likely to be excluded (43% of permanent exclusions in 2009/10 compared with 12% of school population), and black or black British young people are overrepresented in the youth offending cohort (15% overrepresentation in 2009/10 (National Indicator 44)). White British males are particularly likely to end up in court for school attendance matters (52% of all male prosecutions for school attendance matters in 2009/10 compared with around 37% of Barnet's primary and 33% of	The ethnic groups identified are among the groups that would benefit from the greater targeting of services in these areas. There is a risk that those absent from school may not be supported if schools are not able to respond effectively to this with reduced support from the LA. There will be expertise retained to provide support around school attendance.

		<p>secondary school population), suggesting that interventions are not always effective for this group. These groups may be disproportionately impacted by the reduction of universal services.</p> <p>There are weaknesses in the data around the incidence of STIs and teenage pregnancies among different ethnic groups and equity of service take up (this is acknowledged nationally).</p> <p>Barnet data for Emergency Hormonal Contraception 2009/10 shows that the ethnic groups using this were roughly in line with the Barnet 14 to 19 population, so no group is likely to be disproportionately impacted.</p>	
Gender	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Males are more likely to be excluded from school (80% of permanent exclusions 2009/10) so a reduced universal service is more likely to disproportionately affect them.</p> <p>Barnet data suggests that some youth services are used more by males and others by females.</p> <p>Females may become pregnant so are more likely to be impacted by a reduction in dedicated support around reducing teenage pregnancy. Nevertheless, Barnet data (only available for a few venues) suggests that males are slightly overrepresented (64%) as recipients of outreach work by the teenage pregnancy team. Both males and females are therefore likely to be impacted, albeit in different ways.</p>	<p>Services will be targeted at those most in need of support regardless of gender.</p> <p>Youth support services will be designed to meet the needs of both male and females service users, with a range of positive activities suitable for target groups and the remaining generic support aimed at reducing teenage pregnancy targeted to address the needs of young people of both genders.</p>
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The funding streams for some services, including those used by disabled	Finchley Youth Theatre will continue to offer services.

		<p>young people, are likely to be reduced.</p> <p>In Barnet a higher percentage of 16 to 19 year olds with LDD are NEET than the overall cohort (7.6% compared with 4.5% of all 16-19 year olds) so may be more affected by the proposal.</p> <p>During consultation concerns were expressed around reducing the current provision for disabled young people at Finchley Youth Theatre.</p>	<p>We will ensure that staff are appropriately qualified/experienced, which is likely to include their ability to understand the needs of those with disabilities, including learning difficulties.</p>
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Youth services are aimed at those aged 11 and above so this group will be most affected.</p> <p>Young people in school year groups 9 and 10 are most likely to be excluded and therefore to be disproportionately affected by the proposed reduction in universal services.</p> <p>Key transition points, from primary to secondary school and post-16 have been identified as times when young people are most in need of youth support services.</p>	<p>Services will be targeted at those most in need of support, which will include around key transition points.</p> <p>We will work closely with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised so as many young people as possible can continue to access services.</p>
Sexual Orientation or gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>We do not routinely collect data on these groups.</p> <p>However, we recognise that LGBT young people are potentially more likely to require support and advice outside of statutory settings.</p>	<p>Services will be targeted at those most in need of support, which will include those of different sexual orientations, including through LGBT groups.</p>
Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Representatives from faith communities are actively involved in youth forums and during consultation the responses did not suggest that the proposed changes to the service would disproportionately affect young people of different religious beliefs.</p>	<p>Each of the services already ensures that those of different religions or beliefs are treated equitably. Service policies will be integrated into an overarching policy.</p>

Teenage parents, pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The reduction in advice and information around sex and relationships will disproportionately affect those at risk of pregnancy. Teenage mothers are also overrepresented in NEET figures (61.2% NEET compared with 4.5% of all 16-19 year olds NEET as at September 2010).</p>	<p>The youth offer is likely to be the sole source of advice (apart from curriculum work in schools). Services will be targeted at those most in need of support around sexual health and pregnancy.</p> <p>There will be a nominated lead for teenage pregnancy to ensure that this aspect of the service is delivered appropriately.</p>
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>A disproportionate number of children permanently excluded from Barnet schools are eligible for free school meals (65% in 2009/10 compared with 17% of Barnet's secondary school population and 21% of primary).</p> <p>National data shows a correlation between levels of teenage pregnancy and deprivation, with areas of higher deprivation likely to have higher teenage pregnancy rates.</p> <p>Those from low income families, which often include single parent families, are less likely to be able to pay for positive opportunities, advice and other services in the private sector or as part of a traded service.</p> <p>During consultation some respondents felt that reducing youth premises could impact more heavily on those on low incomes who would be less prepared to travel. Concerns were expressed around changes to the provision at the Rainbow Centre, which serves a number of vulnerable young people. It was also felt that changes to Hendon and Rainbow youth facilities would result in the majority of resources being</p>	<p>Services will be targeted at those most in need of support, including young people from low income families.</p> <p>We will work closely with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised so as many young people as possible can continue to access services even if they are not provided by the local authority.</p>

		concentrated in the west of the borough.	
Young carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Due to their caring responsibilities, young carers may be more likely to have higher support needs, for example around school attendance.</p> <p>Consultation respondents said that the young carers they were aware of used Canada Villa and Burnt Oak Leisure centre.</p>	<p>Services will be targeted at those most in need of support, which will include young carers.</p> <p>The greater integration of youth services may help to increase the identification of those at risk, including young carers.</p> <p>Canada Villa will be retained by the Council as a youth facility, while minimal youth activities would be directly provided by the Children's service at Burnt Oak.</p>
Children in care/care leavers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Children known to social care are over represented in permanent exclusions (65% known to social care in 2009/10).</p> <p>Children in care are more likely to have higher support needs due to the challenging backgrounds and experiences they often have, for example 19 year old care leavers are overrepresented in NEET figures (52.9% NEET compared with 5.4% of all 19 year olds as at September 2010).</p>	<p>Services will be targeted at those most in need of support, which will include children in care and care leavers.</p> <p>A resource will continue to be allocated to support these young people.</p>
Young offenders	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	A higher percentage of 16 to 18 year olds supervised by the YOT are NEET than the overall cohort (27.9% compared with 4.2% as at September 2010).	Services will be targeted at those most in need of support, which will include young offenders. We will ensure that statutory duties are met.
NEETs	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	NEET young people are likely to have higher support needs and so be disproportionately affected by a reduction in universal services.	Services will be targeted at those most in need of support, which will include NEETs.
Children missing from education	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children missing from education are a vulnerable group as they are often most in need of youth services but least likely to be identified.	The youth offer will retain a tracking and data analysis function so that children missing from education can be identified.

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

Satisfaction and perception data about specific services available to children and young people, such as youth services, is not regularly collected. However, the Place Survey (2008/09), which only surveyed residents over 18, showed that 30% of residents thought the police and other public services were successfully dealing with crime and anti-social behaviour in the local area, and 29% that they were seeking people's views about crime and anti-social behaviour; these were broadly in line with the London average. The Place Survey has ceased so it will not be possible to measure any impact of the proposal in this way. While reshaping the youth offer we will continue to work closely with the police and will increase the amount of joint communication in order to help increase public perceptions and confidence in the effectiveness of our joint working arrangements including around reducing youth offending.

The proposal may lead to fewer free activities universally available to young people, which could potentially decrease satisfaction among residents. For example, in the Place Survey (2008/09) activities for teenagers were one of the areas the residents surveyed were most likely to say needed improving (36% of respondents). Teenagers hanging around on the streets were also perceived as a very or fairly large problem by 39% of respondents. Youth support services will work closely with the voluntary sector, community groups and private sector to ensure that there are activities for young people throughout the borough. The council has a statutory duty to promote positive activities within the borough.

There is a risk that schools will feel less supported if training for staff around sex and relationships education ceases, and if support around careers is reduced in schools, which could reduce satisfaction among this group.

A number respondents to the questionnaire expressed dissatisfaction about the proposed changes to youth support services, while others agreed with them. The results of the questionnaire are given below:

To what extent do you agree or disagree with this proposal?

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
Reshape and reduce youth support services	8.9%	20.7%	17.7%	16.7%	26.1%	9.9%
Cease to offer local authority provided youth services at two premises	4.5%	9.6%	31.3%	15.7%	26.3%	12.6%
Reduce commissioning budget available for arts, play and sports	7.6%	25.0%	19.6%	15.8%	25.5%	6.5%
Cease dedicated support for services aimed at reducing teenage pregnancy	17.7%	26.5%	17.1%	13.8%	19.3%	5.5%

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

Remaining resources will be targeted at those most in need of support, which may help to show that Barnet is looking after its most vulnerable. Close working with the voluntary sector and community groups to ensure a range of activities, support and advice for children and young people may result in more opportunities for Barnet residents to volunteer and become involved with their local community, which could help to enhance Barnet's reputation as a good place to live.

5. 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 place with young people and other stakeholders including the voluntary sector, community groups, police and schools to help ensure the views of Barnet's diverse communities are taken into account. Councillors will fully consider and give due regard to the 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.

Some responding to consultation felt that the voluntary sector could only fill the gap for universal services if funding is available to them, with concerns voiced around how the local authority would help the voluntary sector to deliver services. Resource will be made available to ensure there is a training and advice function for voluntary sector organisations to help build capacity. Many organisations in the voluntary sector support those with specific support needs or from specific communities, so this may help to ensure that there is diversity of youth provision meeting the needs of as many of Barnet's young people as possible. Supporting the voluntary sector to build capacity should also help to make residents of Barnet's diverse communities feel more confident about the way the Council is conducting its business.

6. 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 13)*

A central monitoring function will be retained to identify young people at risk and any inequalities in opportunities or outcomes that need to be addressed. For example, we will continue to monitor the number of young people who are not in education, employment or training (NEET) and analyse it for differentials including gender, race, and LDD. National indicators such as the ethnic composition of offenders on Youth Justice System disposals (NI 44), care leavers in education, employment or training (NI 148), the change in the under 18 conception rate (NI 112), and prevalence of Chlamydia in under 25 year olds (NI 113) will continue to be monitored so any decline in performance can be acted on.

There is a risk that those absent or missing from school may not be identified or supported if schools are not able to respond effectively to this with reduced support from the local authority. It is anticipated that multi-agency preventing exclusions meetings, which are currently offered to targeted secondary schools, will continue, although with reduced representation.

7. 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.*

There is a risk that young people who have previously used universal services, and are not likely to be in any of the priority groups for targeted services, may feel discontent about a reduced youth offer. This was reflected in the consultation, with the view expressed that expressed the view that all young people need support, not just the vulnerable, and that vulnerable youths need to mix with peers who aren't disadvantaged. To mitigate this we will clearly communicate any changes to service provision and the rationale behind them. We will work closely with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised so as many young people as possible can continue to access services. We will still meet statutory requirements such as around Information, Advice and Guidance (IAG).

It is possible that the proposal may result in more communities becoming service providers and there could be the potential for closer working between different communities. During consultation it was

suggested that supporting cultural groups who have successfully tackled problems before could help reach young people from different communities

8. 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.

Pre-consultation around the proposals took place with the Barnet Youth Board as part of discussions around the Children's Service One Barnet projects. There was also informal consultation with schools, including around whether they would be interested in buying youth services from the council.

A small scale survey of parents whose children took part in positive activities was carried out in 2010. The evidence around whether they would be prepared to pay for positive activities was inconclusive, with their current financial situation a key factor. Services will be targeted at those most in need of support, including young people from low income families. We will work closely with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised so as many young people as possible can continue to access services even if they are not provided by the local authority.

Formal consultation was carried out via a number of methods and was designed to be as comprehensive as possible, enabling stakeholders, especially young people, to give feedback and put the proposals into context against their needs. A consultation paper on the proposal was emailed to key stakeholders, an online questionnaire was also conducted, and a dedicated email address set up.

Responses to the online questionnaire are given in section 5.

During consultation concerns were expressed around reducing the current provision for disabled young people at Finchley Youth Theatre. Finchley Youth Theatre continue to offer services. We will ensure that staff are appropriately qualified/experienced, which is likely to include their ability to understand the needs of those with disabilities, including learning difficulties.

9. Decision:

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

10. Comment on decision

The proposal may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage, such as those at risk of exclusion or young offenders, may be disproportionately affected by a reduced universal service as they are likely to have higher support needs. However, services will be targeted at those most in need of support, including those young people at risk, as well as those already with more complex needs. During consultation concerns were expressed around reducing provision for disabled young people at Finchley Youth Theatre, which could impact negatively on these young people. Although funding streams for some services, including those used by disabled young people, are likely to be reduced, Finchley Youth Theatre will continue to be part of the services provided by the Council.

Teenagers with lower support needs may be disproportionately impacted by the reduction in universal services. The needs of these service users have been taken into account in designing the new youth offer which will encourage and support other community and local providers to grow the range of activities available to young people. We will also work

closely with the voluntary sector and other key partners to ensure that the potential of existing facilities for youth provision, both those owned by LBB and others in all areas of the borough, is maximised so as many young people as possible can continue to access services.

2. Behavioural and high incidence support

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

Why is it needed?

The Council is planning for at least a 26% reduction in government support over the next 4 years. Revenue savings of £6.4m are proposed for the Children's Service in 2011/12. £217,000 of these savings relate to behavioural and high incidence support. The two budget proposals concerning behavioural and high incidence support have been agreed by Cabinet as one of the proposals to consult on as part of the budget process.

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

The two proposals aim to achieve total savings of £217,000. The first proposal reduces the behavioural support team by 20 per cent. This would reduce the support available and reduce the amount of training we could offer to schools. The second proposal involves a more significant reduction of around 75 per cent in this service. This would significantly reduce the behaviour support and training available to schools in responding to emotional, social and behavioural issues, and a reduction in the more specialist support available for particular groups of children, such as those at risk of exclusion from school. This proposal would result in a residual service to focus on the delivery of the Council's statutory responsibilities in this area.

Who is it aimed at?

Maintaining a HIST team is not a statutory requirement, although advisory teachers are mentioned as a source of support in the SEN Code of Practice. Currently funded by the Dedicated Schools Grant, they provide behavioural support and training to schools and teachers, support processes for elected home education, physical intervention for challenging behaviour, supervision to specialist Parent Support Advisors, coordination and training for SENCOs, and carry out substantial individual work with pupils at risk of exclusion (also contributing to preventing exclusion meetings). The behavioural and high incidence support service helps to prevent exclusions, reduce bullying, improve emotional wellbeing, improve attainment for vulnerable children, support behaviour management, and prevent children from crossing statutory thresholds.

Who is likely to benefit?

Schools, pupils and parents currently benefit from this service and are likely to be impacted by any changes. Reduced behavioural and high incidence support would result in targeting of resources on those most in need. Under the proposal, other services and mechanisms for providing support around behaviour such as preventing exclusion meetings and Educational Psychologists would remain.

How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?

Consultation was carried out via a number of methods and was designed to be as comprehensive as possible, enabling stakeholders to give feedback and put the proposals into context against their needs. Consultation events were held with stakeholders, including schools. A consultation paper on all the budget proposals for Children's Service, including these proposals, was emailed to key stakeholders, an online questionnaire was also conducted, and a dedicated email address set up.

Respondents to the online questionnaire were asked to either state which organisation they were replying on behalf of or to provide data about themselves so that we could see whether any particular

group of respondents was over or underrepresented.

As at 31 January 2011 176 people responded to all or one of the questions on high incidence support. Of those who gave their personal details via the online questionnaire (excludes those representing an organisation and those who did not answer the question):

- 82% (80) were female
- 38% (38) were age 35 to 44, with 30% aged 45 to 54.
- 62% (63) were white British, 12% white any other background, and 8% (8) Asian or Asian British, with small numbers in the other ethnicity categories.
- 40% (38) were Christian, 24% (23) said no religion, and 15% (14) Jewish.
- 3 respondents (out of 99) stated they had a disability under the DDA.
- 3 respondents (out of 85) were bisexual and 2 lesbian

The 74% of respondents identifying themselves as white British or white other is roughly in line with Barnet's population (66.8% White according to ONS data). In the 2001 census 14.8% of residents were estimated to be Jewish, which is roughly in line with the respondents. Females were overrepresented in respondents. This might be expected as women are more likely to be the primary carers of children so perhaps more likely to respond to the survey, women are also overrepresented among Barnet Council employees.

Respondents to the online questionnaire expressed concern that reducing behavioural support would result in disruptive children who would disrupt others' education. Under the more significant reduction proposed some felt there would be a gap in specialist support, with children not being appropriately included in class. In order to ensure sufficient support for children with challenging behaviour preventing exclusions meetings will continue to be held, and will develop into the multi agency Team Around the Setting, TAS, (a new model being introduced to bring together professionals and coordinate support around schools and other settings, further embedding the Common Assessment Framework process). The TAS is to be introduced to at least five primary schools, secondary schools in the Excellence in Clusters group, and two children's centres after January 2011.

Schools will be asked whether they would like to purchase additional support around behavioural support as part of a traded service model; and a Service Level Agreement regarding services to be delivered by the reduced team will be developed. The Educational Psychology team will shift its balance of work to provide more behaviour and Special Educational Needs provision support.

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.

As indicated above, stakeholders were consulted via a range of methods with the option of responding verbally, by post, by email or online. Under the proposal, the reduced behavioural support services provided by the Local Authority will be targeted towards those most in need. Focus will be on supporting the authority and schools in relation to the carrying out of statutory activities e.g. annual reviews, review of placements, prevention of exclusions and the maintenance of the Elective Home education procedures. Schools will also direct their own resources according to need.

Secondary schools indicated that they could address needs primarily with their own staff recruited for the purpose. Nevertheless, schools will be asked whether they would like to purchase additional support around behavioural support as part of a traded service model. This would help to provide greater access to services for pupils.

The [Profile of Children and Young People in Barnet](#) contains some of the data used to evidence the potential effects on different equalities strands.

2. How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children from black African and Caribbean backgrounds are more likely to be excluded (43% of permanent exclusions in 2009/10 compared with 12% of school population), so the proposal (which would reduce the level of support available to those at risk of exclusion) may disproportionately affect these groups.	<p>Multi-agency preventing exclusions meetings are currently offered to targeted secondary schools. It is proposed to continue to offer such a function in all years, but with reduced representation.</p> <p>The Team Around the Setting may help to provide some support in this area. Further embedding the CAF process as a way of providing coordinated support to children and young people, including exclusions, should also help to mitigate against the proposed reduction.</p> <p>The Educational Psychology team will shift its balance of work to provide more behaviour and SEN provision support.</p>
Gender	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Males are more likely to be excluded from school (80% of permanent exclusions 2009/10) so any cut may disproportionately affect that outcome. Girls with emotional difficulties are often withdrawn so although they may not be excluded we will need to ensure their needs continue to be identified and met.</p> <p>The reduction in physical intervention and positive handling training is more likely to impact on male than female pupils, as more males are more likely to require this service.</p>	<p>The Team Around the Setting may help to provide some support in this area. Further embedding the CAF process as a way of providing coordinated support to children and young people, including exclusions, should also help to partially mitigate against the proposed reduction.</p> <p>If a traded service is developed, schools would be able to purchase additional behavioural support to meet the needs of pupils of both genders.</p> <p>The Educational Psychology team will shift its balance of work to provide more behaviour and SEN</p>

			provision support.
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Parts of the service offer targeted specialist services for children behavioural special educational needs including disabilities such as ADHD, AD(H)D, Asperger Syndrome and Autism Spectrum Condition.</p> <p>These children are more likely to be supported by Educational Psychologists and so, although not directly impacted, may be affected when the Educational Psychologist team shifts the balance of its work to provide more behaviour and SEN provision support.</p>	<p>The educational psychology service will remain. We will seek to ensure that the needs of those with the highest level of disability and complex needs are taken into account when targeting services.</p>
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Children and young people in both primary and secondary schools could be affected.</p> <p>Young people in school year groups 9 and 10 are most likely to be excluded and therefore may be disproportionately affected by the proposal. However, during consultation, secondary schools indicated that they could address needs primarily with their own staff recruited for the purpose, which suggests that pupils of secondary schools age may not be as impacted as younger children.</p>	<p>The Team Around the Setting, in supporting the MAGs, may help to provide some behavioural and emotional support for children and young people. Further embedding the CAF process as a way of providing coordinated support to children and young people should also help to partially mitigate against the proposed reduction.</p> <p>The Educational Psychology team will shift its balance of work to provide more behaviour and SEN provision support for children of all ages.</p> <p>If a traded service is developed, schools would be able to purchase additional behavioural support to meet the needs of pupils of all ages.</p>
Sexual orientation and gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The service leads on anti-bullying work that helps to tackle homophobic bullying. The proposed service reductions will reduce capacity for this work.</p>	<p>Our community anti-bullying strategy has been developed, and is owned, by a range of partners, which should help to mitigate against the reduced capacity the behavioural and high</p>

			<p>incidence support service will have to lead on bullying.</p> <p>The service will continue to work closely with partners and, with reduced capacity, will increase its signposting and monitoring role to ensure children and young people are supported around any behavioural difficulties related to sexual orientation or gender reassignment.</p>
Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>There is no evidence that changes to the service will disproportionately affect children of different religious beliefs.</p> <p>However, the service leads on anti-bullying work, which includes bullying due to differences of religion or belief.</p>	<p>Our community anti-bullying strategy has been developed, and is owned, by a range of partners, which should help to mitigate against the reduced capacity the behavioural and high incidence support service will have to lead on bullying.</p> <p>The remaining services will be available to schools and pupils regardless of religion or belief.</p>
Teenage parents, pregnancy or maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	There is no evidence that changes to the service will disproportionately affect teenage parents.	
Young carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Young carers are potentially more likely to experience emotional difficulties, due to their caring responsibilities. The proposed reduction is may therefore disproportionately affect them.	The educational psychology service will remain. We will seek to ensure that services are targeted towards those with the highest level of need.
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some types of emotional and behavioural and learning difficulties are linked to social economic status so those on low incomes may be disproportionally affected. For example, a disproportionate number of children permanently excluded from school are eligible for free school meals (65% in 2009/10).	The educational psychology service will remain. We will seek to ensure that services are targeted towards those with the highest level of need.
Children in care/care leavers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children in care and care leavers are more likely to have experienced difficult backgrounds and as a consequence require	We will seek to protect the remaining resources allocated for children in care.

		behavioural and emotional support. Among other things, this support can help to reduce changes of educational placement. Children known to social care are over represented in permanent exclusions (65% known to social care in 2009/10).	
Young offenders	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	A number of children permanently excluded from school are known to the Youth Offending Service (they represented 15% of all those excluded in 2009/10).	<p>The educational psychology service will remain. We will seek to ensure that services are targeted towards those with the highest level of need, which may include young offenders.</p> <p>The Educational Psychology team will shift its balance of work to provide more behaviour and SEN provision support.</p>

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

Satisfaction and perception data about specific children's services, such as emotional and behavioural support, is not regularly collected. However, young people and their families currently in receipt of behavioural support services who may experience a reduced service or those who would like to receive support may be less satisfied.

A number of respondents to the online questionnaire expressed dissatisfaction about the two proposals to reduce behavioural and high incidence support. As at January 31 the results were as below.

To what extent do you agree or disagree with the proposals to reduce behavioural and high incidence support?

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
Reduce behavioural support team by 20%	8.8%	28.0%	15.9%	15.9%	26.4%	4.9%
Reduce behavioural support by a further 75%	6.0%	6.5%	9.5%	20.2%	53.0%	4.8%

Respondents to the online questionnaire expressed concern that reducing behavioural support would result in disruptive children who would disrupt others' education. If the proposed reductions do result in more disruptive children or a perception that children are becoming more disruptive this could reduce satisfaction ratings among parents and among the wider community. Increased exclusions could lead to young people being out in the community unsupervised.

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

Remaining resources are likely to be targeted at those most in need, which should help to show that we are striving to protect the most vulnerable. However, the proposal is unlikely to enhance Barnet's reputation as a place to live. Increased school exclusions and less support for children with behavioural difficulties and SEN could be perceived differently by different sections of the community.

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

Changes to the level of support that schools and pupils can expect going forward will be clearly communicated in order to help Barnet's diverse communities feel more confident about the Council and how it strives to treat people fairly and equitably.

Consultation on the proposals has taken place with a range of stakeholders, via a number of methods as detailed in section 3. Councillors will fully consider and give due regard to the 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.

6. 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 13)*

Performance indicators for behaviour and high incidence support services include rate of permanent exclusions from school (NI 114), emotional and behavioural health of children in care (NI 58) and those relating to the SEN and non SEN gaps in performance. There are also targets for the provision of statements within statutory timescales and other decisions supported by Educational Psychologist and teacher advice (e.g. placement following annual reviews). These will continue to be monitored in order to monitor the impact of the proposal, including any adverse effects.

As part of the Team Around the Setting, the available behavioural support team, along with Educational Psychologists, will assist schools to analyse pupil-level data to identify particular groups at risk and target services accordingly.

The service will continue to support the aggregation and analysis of data on exclusions with partners, to identify and address any inequalities and inform service planning. However the ability to operate in this targeted way will be affected by capacity.

The Educational Psychologist team will shift the balance of work further towards SEN provision and behaviour. Allocation to Oak Hill campus has recently been reduced and steps like this might need to be reconsidered.

7. 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.*

Remaining resources are likely to be targeted at those most in need and this may create tension among existing service users (including young people and schools), those who would like to use services, and those receiving different levels of support. To mitigate this we will clearly communicate to schools the challenging choices that are being made as a result of budget reductions.

During consultation, the view was expressed that the proposed reductions could widen the gap between rich and poor as some schools in more affluent areas, with fewer behavioural issues, would be more attractive than schools in less affluent areas. We will seek the views of schools on whether they would like to purchase additional support around behavioural support, and or SEN networking and support, as part of a traded service model. The Government's proposed pupil premium, for schools taking more pupils in families with low incomes, may help to mitigate the effects of reduced behavioural support for pupils in deprived areas, as such schools would receive more money which could be used to meet the

needs of pupils.

Developing a Team Around the Setting model should help to engage and empower school communities to identify and address issues, both for individuals and school-based.

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

Consultation was carried out via a number of methods and was designed to be as comprehensive as possible, enabling stakeholders to give feedback and put the proposals into context against their needs. A consultation paper on the proposal was emailed to key stakeholders, an online questionnaire was also conducted, and a dedicated email address set up. Responses to the online questionnaire are given in section 5.

Several actions will be taken to help address concerns raised through consultation. For example, schools will be asked whether they would like to purchase additional support around behavioural support as part of a traded service model; and a Service Level Agreement regarding services to be delivered by the reduced team will be developed.

9. Decision:

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known <input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

10. Comment on decision

The proposal to reduce behaviour support may have a negative equalities impact. Vulnerable young people already experiencing some form of disadvantage may be disproportionately affected as they are more likely to be service users. Children with special educational needs relating to emotional, social, language and behavioural difficulties and males particularly from black African and Caribbean backgrounds may be impacted as they are potentially more at risk of exclusion.

Re-modelling of services to provide a 'team around the setting' should help to provide some behavioural and emotional targeted support for children and young people to prevent exclusion. Further embedding the Common Assessment Framework process as a way of providing co-ordinated support to children and young people should also help to mitigate against the proposed reduction. Remaining services will be targeted towards those with the highest level of need in order to help reduce inequalities, and a Service Level Agreement regarding services to be delivered by the reduced team will be developed. In addition, the Educational Psychology team will shift its balance of work to provide more behaviour and SEN provision support; and schools will be asked whether they would like to purchase additional support around behavioural support as part of a traded service model.

11. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (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 the community anti-bullying strategy can function effectively with reduced support from the service.	Achieve economy of scale through linking with other objectives Identify named lead	Updated strategy and services and settings implementing guidelines	JM/BD	April 2011
Develop and embed the Team Around the Setting.	Extend consultation and implement prototype TAS	Successful implementation April 2011	JMBD	April 2011 and on going
Further embed the CAF process, working with schools to promote its use.	Promote use of CAF in above prototype	Increased CAFs and Lead professionals	JM/BD	April 2011 and on going
Ensure multi-agency preventing exclusions meetings can function effectively with reduced support from the service.	Make offer of meetings to schools and involve available agencies when schools take up offer Merge into multi agency prototype TAS	Maintain meetings in schools that require them	JM/BD	April 2011
Continue to monitor and analyse performance indicators so any issues can be addressed.	Establish and maintain appropriate data set	Close to real time tracking of related risks	JM/BD	Ongoing
Agree a balance of work for the EP team that may enable it to provide more behaviour and SEN provision support.	Review SLA in two phases	SLA's linking with other services and TAS agreed with schools and other settings	JM/BD	Two stage April 2011, April 2012

Equality Objective	Action	Target	Officer responsible	By when
Explore potential for developing a traded service for behavioural support including speech and language and SEN	Prepare entry for school prospectus for traded services	Generate sufficient income to support larger than proposed service traded to or seconded to schools	JM/BD	Feb 2011
Involve schools, early years and post-16 providers in discussions around the future level of support and options available.	As line above	Generate sufficient income to support larger than proposed service traded to or seconded to other settings	JM/BD	Feb 2011

3. New Relationship with Schools

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

Why is it needed?

The Council is planning for at least a 26% reduction in government support over the next 4 years. Revenue savings of £6.4m are proposed for the Children's Service in 2011/12. £633,000 of these savings relate to school improvement services, a proposal known as 'a new relationship with schools'.

Government policy is driving change nationally to decentralise school improvement and pass more autonomy to schools. As a consequence, school improvement will become headteacher and school-led, rather than being the responsibility of the Local Authority. Local Authorities will retain a strategic role in the oversight of school performance. Schools will be able to purchase school improvement services using the centrally delegated monies they will receive from Government as part of national changes to the way schools are funded. The budget proposal concerning a new relationship with schools has been agreed by Cabinet as one of the proposals to consult on as part of the budget process.

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

This proposal aims to achieve savings of £633,000. The proposal is to establish a fully traded school improvement service that primary schools could buy into. It would initially be based in the council, but there would be potential for this to change as the service model evolved. A small monitoring and challenge team will be retained within the Local Authority to ensure school standards are maintained. As a result of these changes the number of centrally employed school improvement staff will reduce.

Consultation took place with stakeholders around their views of the current service and what type of service they would be prepared to buy into. Through the consultation a number of models were developed and further consultation was undertaken with headteachers in order to reach one preferred model.

Who is it aimed at?

School improvement services are currently provided to both primary and secondary schools and are funded via National Strategies grants that the Local Authority receives. Following consultation with head teachers, we aim to establish a fully traded school improvement service that primary schools could buy into. Secondary schools have informed us that they are confident they can secure the services and support their needs without the use of a Local Authority-provided traded service.

Who is likely to benefit?

The model has been developed through close working with primary and secondary heads. Secondary schools feel that they can secure the support they need without a Local Authority-provided traded service. As such, primary schools and their pupils should benefit from the changes, which have given them the opportunity to shape a school improvement service that meets their needs and they are willing to buy into. Equally, the changes have given secondary schools the opportunity to be more autonomous, and meet the needs of their pupils in the ways they feel are most appropriate.

How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?

Consultation was carried out via a number of methods and was designed to be as comprehensive as possible, enabling stakeholders to give feedback and put the proposals into context against their needs. Detailed consultation took place with schools who were actively involved in developing the proposed future model for school improvement. A consultation paper on all the budget proposals for Children's Service, including this proposal, was emailed to key stakeholders, an online questionnaire was also conducted, and a dedicated email address set up.

Respondents to the online questionnaire were asked to either state which organisation they were replying on behalf of or to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

As at 31 January 2011 204 people responded to all or one of the questions on a new relationship with

schools. Of those who gave their personal details (excludes those representing an organisation and those who did not answer the question):

- 81% (79) were female
- 41% (41) were age 35 to 44, with 30% (30) aged 45 to 54.
- 63% (63) were white British, 11% (11) white any other background, and 9% (9) Asian or Asian British, with small numbers in the other ethnicity categories.
- 40% (38) were Christian, 24% (23) said no religion, and 14% (13) Jewish.
- 3 respondents (out of 99) stated they had a disability under the DDA.
- 3 respondents (out of 84) were bisexual and 2 lesbian

The 74% of respondents identifying themselves as white British or white other is roughly in line with Barnet's population (66.8% White according to ONS data). In the 2001 census 14.8% of residents were estimated to be Jewish, which is roughly in line with the respondents. Females were overrepresented in respondents. This might be expected as women are more likely to be the primary carers of children so perhaps more likely to respond to the survey, women are also overrepresented among Barnet Council employees.

Concern was expressed via the online questionnaire around whether the new structure would give enough strategic support for children with special educational needs. Provision of advice and guidance for teachers around disability and Special Educational Needs is provided by another team in Children's Service and as such will not be adversely affected. There are four special schools in Barnet, all rated as outstanding by Ofsted, and these schools are funded to undertake outreach work with other schools in Barnet. Under the new model, schools will be able to purchase additional support around issues such as SEN either from the local authority's traded service or from other providers.

Concern was also raised that the proposal could result in underperformance going unnoticed which could widen social divides, with some schools being thought of less favourably if standards started to slip. The performance of all schools will continue to be monitored by the residual team within the Local Authority so any underperformance can be challenged and addressed. The apportioning of devolved resources is not within the control of the Local Authority. However, the Government's proposed pupil premium, for schools with pupils from low income families, may help to mitigate the effects of the replacement of the current model for school improvement for pupils in deprived areas, as such schools would receive more money.

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.

As indicated above, stakeholders were consulted via a range of methods with the option of responding verbally, by post, by email or online. Primary schools will be able to purchase support from the local authority's traded service. This option will not be open to secondary schools who have indicated that they do not wish to purchase such as service through the Local Authority.

2. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The support currently provided around ethnic minority achievement will become part of the traded service. It will be provided by generic rather than specialist	The monitoring and challenge team will ensure that schools are correctly identifying the areas, such as ethnic minority achievement, in which they

		consultants. Schools (rather than the LA) will be responsible for securing the appropriate support to meet the needs of their pupils.	<p>need to improve.</p> <p>Schools will be able to purchase support around ethnic minority achievement either from the local authority's traded service or from other providers. We will seek to ensure the generic consultants recruited to our traded service are able to provide a range of quality support including around ethnic minority achievement. Identifying under-achieving groups of pupils (including ethnic minority groups) is a key part of a school's self assessment process; Barnet schools are already strong in this area and will continue to be supported by the traded service to self assess.</p>
Gender	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	There is no evidence that changes to the service will disproportionately affect male or female pupils. Some services have previously targeted underachievement in boys, but schools can still choose to purchase support to address inequalities, including among both boys and girls.	Schools will be able to purchase support to meet the needs of all pupils regardless of gender.
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Support is currently provided via base budget and grants for training and development of school support staff around disabled children. This has led to improved support for pupils with additional needs. This funding is being withdrawn and could adversely affect pupils with SEN. Free training for support staff will no longer be available.</p> <p>Provision of advice and guidance for teachers around disability and Special Educational Needs is provided by another team in Children's Service and as</p>	Schools will be responsible for ensuring that support staff are appropriately trained and will be able to buy in training as necessary. Schools should be aware of the level of training required, although there is a risk that they do not prioritise training of this kind.

		such will not be adversely affected.	
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	There is a risk that secondary school pupils may be adversely affected as we are not providing a traded service for secondary schools. This is because secondary heads have indicated they would not want such a service and would prefer to source their own school improvement support.	The monitoring and challenge team will ensure that secondary schools are identifying the areas in which they need to improve and will act as an early warning system should inequalities appear to be occurring. Secondary schools are confident that they can secure the services and support their needs without the use of an LA-provided traded service.
Sexual Orientation or gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not have data to suggest that changes to the service will disproportionately affect staff or pupils of different sexual orientations.	Schools will be able to purchase support to meet the needs of all pupils regardless of sexual orientation.
Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not have data to suggest that changes to the service will disproportionately affect those of different religions or beliefs.	Schools will be able to purchase school improvement services to suit their own needs.
Young carers	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not have data to suggest that changes to the service will disproportionately affect young carers.	Schools will be able to purchase school improvement services to meet the needs of their pupils including young carers.
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Underperforming schools, which often tend to be in deprived areas, currently receive disproportionately more services than well performing schools. It is unlikely that the monies devolved out to each school will enable underperforming schools to purchase the same levels of support they are currently receiving from the LA.	The apportioning of devolved resources is not within the control of the Local Authority. However, the Government's proposed pupil premium, for schools with pupils from families low incomes, may help to mitigate the effects of the replacement of the current model for school improvement for pupils in deprived areas, as such schools would receive more money.
Children in care/care leavers	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not have data to suggest that changes to the service will disproportionately affect	We have a virtual headteacher for children in care and this function will not be affected by changes to

		children in care or care leavers.	the school improvement model.
Pregnancy or maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not have data to suggest that changes to the service will disproportionately affect pupils who are pregnant or have children.	Schools will be able to purchase school improvement services to meet the needs of their pupils including teenage parents.

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

Pupils' and parents' satisfaction with schools in Barnet is currently high as evidenced through the Ofsted ratings. We do not anticipate that the change of model will have a negative impact on this. Barnet schools are in the main high achieving and skilled at self-assessment; from this base, it is likely that the changes will not impact on the popularity of Barnet schools with residents.

However, the majority of respondents to the questionnaire expressed dissatisfaction about the new relationship with schools proposal. As at January 31 the results were as below:

To what extent do you agree or disagree with the proposal to reduce the school improvement support service for primary and secondary schools, leaving a residual service to monitor and challenge underperforming schools?

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
6.1%	19.2%	15.0%	23.0%	25.8%	10.8%

Open responses to the questionnaire suggest that many respondents were responding to the proposal as if support for school improvement was being withdrawn rather than responsibility moving from the local authority to schools. Schools were confident that they could improve standards and, under the proposed model, a residual local authority service would remain to monitor and challenge underperforming schools, which should help to ensure that underperformance is identified and can be addressed promptly.

It is possible that teachers may feel less supported as there will be less support provided by the Local Authority. However, it is also possible that teachers and parents will feel they can have more of an impact on standards at their school as they will be able to purchase support from a number of providers and can have more control over the support they choose.

It is likely therefore that the net impact on Barnet residents' satisfaction will be minimal.

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

Barnet's schools are a key attraction of the borough as a good place to live. Staff are also attracted to work in Barnet schools due to their good performance and reputation. This is partly due to the excellent school improvement support provided by the council. We have not taken the option of completely disbanding our school improvement service and not offering a traded service. Retaining this expertise and function will help to further build the reputation of Barnet's schools, cementing Barnet's reputation as a good place to live. By retaining a centrally located monitoring and challenge team we will be able to monitor performance in schools and address any issues that do arise to ensure the continued quality of Barnet schools that enhance the borough's reputation as a good place to work and live.

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

Community groups may feel that specific groups of pupils in our schools may not receive the support they previously were now that support is not centrally provided. There is a risk that communications around changes to the school improvement model will not be effectively communicated and community groups could feel disenfranchised with the Local Authority.

During consultation there was no indication that any specific group felt less confident than others about the proposal, although concerns were raised about the strategic support that might be available around SEN and how schools with lower standards might be affected. This is addressed within section 3.

Councillors will fully consider and give due regard to the 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.

Decentralisation of school improvement offers more opportunities for schools and communities to make decisions for themselves. Barnet's diverse communities may feel empowered by this change in ownership of the school improvement agenda and more confident about the council as a result.

6.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 12)*

There will be a central monitoring and challenge team which will examine the impact of the new service and identify any emerging issues. Monitoring via this team will take place on an ongoing basis and issues worked through with schools.

The new relationship with schools steering group (consisting of 8 Headteachers, a Head of School Improvement, 1 Learning Network Inspector, Development Consultancy Manager) have the main responsibility for ongoing monitoring of the service. This group includes headteachers and as such will ensure that the interests of schools are represented. Schools and the local authority will be alerted to any issues identified and appropriate plans put in place.

7.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 proposals may facilitate networking between schools as it will be beneficial to them to work more closely in partnership when procuring services. This is in line with feedback received from schools as part of the consultation process around the new service.

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

Consultation was carried out via a number of methods and was designed to be as comprehensive as possible, enabling stakeholders to give feedback and put the proposals into context against their needs. Specific consultation events took place, especially with schools and existing staff in order to understand views on the current service offered and to develop the best model going forward in the context of the Government-led changes. The views of pupils with different needs have been reflected through input from headteachers on what would best help to meet the needs of these children going forward.

A consultation paper on the proposal was emailed to key stakeholders, an online questionnaire was also conducted, and a dedicated email address set up. Responses to the online questionnaire are given in section 5.

9. Decision:

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

10. Comment on decision

The impact on pupils and their educational outcomes as a result of the new national and local school improvement arrangements are not yet known. It is anticipated that there will be a neutral to positive equalities impact on schools and pupils, although this will be dependent on the funding available to schools and what level of support they are able to purchase.

Schools will be able to purchase support to meet the needs of all pupils and, in line with feedback, a Local Authority school improvement traded service will be provided for primary schools. The residual Local Authority monitoring and challenge team will ensure that both primary and secondary schools are identifying the areas in which they need to improve and will act as an early warning system should inequalities appear to be occurring.

Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (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
General – making sure that schools are good at identifying underachieving groups (including ethnic minority groups)	Continue to monitor and challenge schools via the residual schools and learning team.		Mick Quigley	Ongoing
Monitor the impact of the new service model and identify any emerging issues.	Continue to monitor school performance, with a particular focus on narrowing the gap.	Meet performance targets as set out in the Children's Service Plan	Mick Quigley	Quarterly

Environment & Operations

1. Allotments

	EIA question	Guidance	EIA Narrative	Sources of Evidence (where relevant or available)
1a	What is the purpose and objectives of the proposed project, service change or new policy?	For new projects, use the aims & objectives from project brief	The purpose of this policy is to enable the Council to continue to provide a high quality service to all users. This will also enable resources to be made available to ensure, that these services and information on how to receive assistance, is easily accessible. The increases in fees and charges are necessary to offset rising costs, meet income targets and deliver budget savings, as well as allowing for the offsetting of the shortfall in revenue in light of the plans for a new "Big Society" management model for the borough's allotment sites.	Cabinet report of Cabinet Members for Resources and Performance, and for Environment, dated 13 January 2011, entitled "Fees and Charges for Environment and Operations" This report presents the proposals for increased fees and charges in line with the Council's Financial Forward Plan.
1b	What data is available on customers/service users?	<ul style="list-style-type: none"> List service held data & consultation results (include anecdotal/staff knowledge, quantitative and qualitative data) Identify user groups Ensure consultation/data is as representative as possible. Check for any planned parallel consultation. Identify any missing information and how it will be obtained 	The user groups identified are all users of the borough's allotments. A formal consultation has been carried out, beginning 8 December 2010 and ending 17 January 2011. There are not any known plans for any parallel consultation. The results of this consultation are currently undergoing collation and analysis.	List of allotment holders and contacts held by Greenspaces Team in Environment and Operations, although this does not display uniform levels of detail for each allotment user group Comments and objections received during and subsequent to the consultation process (attached)

1c	<p>i) Will the project, service change or new policy have any impact on each of the equalities groups?</p> <ul style="list-style-type: none"> • Male & female • People of different ages • People with different ethnic backgrounds • People with different sexual orientations • People with disabilities • People with different religious beliefs <p>ii) Has any adverse impact or potential discrimination been identified for any group/s?</p>	<p>Use existing &/or new data and consider each group separately.</p> <p>i) Where appropriate, think about:</p> <ul style="list-style-type: none"> • Service take up - whether all groups will use the service/s • Service outcomes – what the service outcomes will be for different groups • Service quality – will all groups get the same quality of service • Customer satisfaction – whether all groups are likely to equally satisfied with services • Customer access – will any groups will have difficulty finding out about services, contacting us or using our services. <p>ii) Explain what, and how, any <u>negative</u> impact affects group/s.</p> <ul style="list-style-type: none"> • Is there any unlawful discrimination, barriers or exclusion, failure to promote equality? • Assess level of impact. (High,Medium,Low) 	<p>It is not considered that the new policy would have any adverse effect on any of the equalities groups.</p>	<p>No relevant data available</p>
1d	<p>Will the project, service change or new policy have any impact on any <u>other groups</u> not listed above?</p>	<p>Issues may arise for other groups, such as cyclists, shop owners, people living in different areas of the borough, people on different incomes etc.</p>	<p>The new policy would impact on all of those people who currently lease allotments in the borough, although there is a potentially greater impact on people with lower incomes.</p> <p>The impact on each individual could be seen to be high, However given that the increases to the fees and charges mean that they would be in line with those</p>	<p>“Allotment Gardens: Food and Health” - the National Society of Allotment and Leisure Gardeners Ltd. (attached)</p>

			<p>charged by other local boroughs it would indicate that they are not being singled out for unfair treatment.</p> <p>Similarly with those on low incomes, the individual impact may seem high, but given the overall aims of the policy the overall impact would be considered low.</p> <p>Having carried out a national survey the National Society of Allotment and Leisure Gardeners Ltd. found that “the average cost of running a 300 square yard / 250 square metre plot is £202 per annum and the minimum value of the produce works out at £1564 per plot”.</p> <p>As such the benefits of growing food on an allotment would far outweigh any reasonable increase to the fees charged to individual allotment holders.</p>	
1e	Does the project, service change or new policy enhance Barnet’s reputation as a good place to live and work?	Think wider context: Other council & directorate initiatives, current local and national issues and how this particular policy, service, project adds to that narrative. What cumulative effect may it have on public perception of Barnet?	The new policy has the potential to enhance Barnet’s reputation as a good place to live and work, as it would ensure that the Council have sufficient financial means to continue to provide the high level and quality of services currently enjoyed by residents.	Existing customer satisfaction surveys
1f	Does the project, service change or new policy appear to favour or have benefits exclusively for one section of the community?	Consider risks & opportunities for community cohesion and managing perceptions	It is not considered that any one section of the community within the targeted user group will benefit exclusively from the new policy.	No relevant data available
1g	Have any negative impacts been identified which <u>can not</u> be	The justification required here needs to clearly explain why no action can be taken and give evidence to show due	The potential impact on people with lower incomes cannot be removed or reduced as any such increase to fees and charges	No relevant data available

	removed or reduced? Some times a negative impact can not be removed or reduced. E g. if the resultant action would cause greater negative effects or can not be justified on other grounds.	regard has been given to the consequences.	is considered necessary in order to continue to provide quality service provision into the future. It would not be possible to mitigate the effect of any such increase on those on lower incomes without carrying out complicated means testing investigations to identify differing levels of income.	
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How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far</i>			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
1. Age	No	<p>None of the specific equality strands have been identified as being exclusively or specifically affected by the allotment fees increase when compared to the impact on allotment holders as a user group.</p> <p>The detailed EIA however identifies people on lower incomes as a group potentially impacted by the proposals.</p> <p>It would not be possible to mitigate the effect of any such increase on those on lower incomes without carrying out complicated means testing investigations to identify differing levels of income.</p>	N/A
2. Disability	No		
3. Gender reassignment	No		
4. Pregnancy and maternity	No		
5. Race / Ethnicity	No		
6. Religion or belief	No		
7. Gender / sex	No		
8. Sexual orientation	No		
9. Marital Status	No		

2. Parking

	EIA question	Guidance	EIA Narrative	Sources of Evidence (where relevant or available)
1a	What is the purpose and objectives of the proposed project, service change or new policy?	For new projects, use the aims & objectives from project brief	The proposed changes to the fees and charges and the implementation of an alternative delivery model for the Parking Service seeks to maintain and enhance car parking provision for the both the residents of and visitors to Barnet and also to bring them in line with that of similar districts across the capital.	Environment & Operations Budget Savings Proposals. Fees & Charges report to Cabinet on 14 February.
1b	What data is available on customers/service users?	<ul style="list-style-type: none"> List service held data & consultation results (include anecdotal/staff knowledge, quantitative and qualitative data) Identify user groups Ensure consultation/data is as representative as possible. Check for any planned parallel consultation. Identify any missing information and how it will be obtained 	<p>The customers/service users identified are all the residents living within Controlled Parking Zones (CPZ) who own a car and currently purchase residents permits as well as all residents who live within a CPZ who purchase visitor vouchers, whether they own a car or not.</p> <p>In addition, all residents who do not live within a CPZ who own a car including motorists from outside the borough who wish to use council run car parks and local businesses located within or near a CPZ have also been identified.</p> <p>The 2011/12 Budget consultation which forms part of the ongoing process of engaging with the residents of the borough ran between 8 December 2010 and 17 January 2011 giving residents the opportunity to share their thoughts on the proposals. The results of these are now</p>	<p>Record of permit holders and residents who have applied for and purchased visitor vouchers. Data is held on those residents e.g. age, gender</p> <p>Records of the volumes of the usage of car parks i.e. number of people who use it (volume) and revenue generated from each site. We have no way of quantifying how many residents or non residents use the car parks.</p>

			under review and there are no plans for further consultation.	
1c	<p>i) Will the project, service change or new policy have any impact on each of the equalities groups?</p> <ul style="list-style-type: none"> • Male & female • People of different ages • People with different ethnic backgrounds • People with different sexual orientations • People with disabilities • People with different religious beliefs <p>ii) Has any adverse impact or potential discrimination been identified for any group/s?</p>	<p>Use existing &/or new data and consider each group separately.</p> <p>i) Where appropriate, think about:</p> <ul style="list-style-type: none"> • Service take up - whether all groups will use the service/s • Service outcomes – what the service outcomes will be for different groups • Service quality – will all groups get the same quality of service • Customer satisfaction – whether all groups are likely to equally satisfied with services • Customer access – will any groups will have difficulty finding out about services, contacting us or using our services. <p>ii) Explain what, and how, any <u>negative</u> impact affects group/s.</p> <ul style="list-style-type: none"> • Is there any unlawful discrimination, barriers or exclusion, failure to promote equality? • Assess level of impact. (High,Medium,Low) 	<p>The expectation is that the proposed changes in the fees and charges and implementation of an alternative delivery model for the Parking Service will not impact on any of the equalities groups adversely and is it therefore anticipated that this service change will in fact affect all the identified groups equally.</p>	No relevant data
1d	<p>Will the project, service change or new policy have any impact on any <u>other groups</u> not listed above?</p>	<p>Issues may arise for other groups, such as cyclists, shop owners, people living in different areas of the borough, people on different incomes etc.</p>	<p>It is not envisaged the service change will have an adverse impact nor discriminate against any of the equalities groups.</p> <p>It has been suggested that the proposed increase in charges for residents, visitors and business permits, removal of free bays, introduction of an administrative fee</p>	No relevant data

			<p>for changes to permits and charging for the boroughs 7 remaining free car parks is not disproportionate to the overall cost of car ownership.</p> <p>However, due to the implicit nature of these proposals it is likely the impact on residents who live in areas of greater deprivation and with lower incomes could be higher than for those who live in other parts of the borough and have greater wealth.</p> <p>Overall, the proposed changes have an equal and manageable affect on all the service users/customers identified but the impact on specific individuals may be higher depending on the income levels of different parts of the borough and therefore there are no mitigating actions for the council to take in order to reduce this disparity.</p> <p>In addition, it is possible that the proposed service change could impact adversely on those local businesses faced with the increased permit charge and who may also have to cope with the potential loss of trade as a result of the removal of free parking bays and increasing Pay & Display charges.</p>	
1e	Does the project, service change or new policy enhance Barnet's reputation as a good place to live and work?	Think wider context: Other council & directorate initiatives, current local and national issues and how this particular policy, service,	The proposed service change has the potential to enhance Barnet's reputation as a good place to live and work through the continued provision of CPZs which	Responses to consultation on proposals.

		<p>project adds to that narrative. What cumulative effect may it have on public perception of Barnet?</p>	<p>help manage the parking requirements to genuine satisfaction of those who reside there.</p> <p>In addition, the revenue which can be raised through increased permit charges and through P&D machines can be used to direct further investment into the maintenance and implementation of CPZs and other measures which improve all aspects of the Public Realm and the overall Highways Infrastructure.</p> <p>On the other hand the additional burden of fee increases on residents' finances may have a negative impact on Barnet's reputation in people's minds.</p> <p>Most of the residents who have contacted the council on these proposals have expressed an objection to the proposed increase to the cost of resident permits, visitor vouchers and the removal of free bays. The vast majority felt that this rate of increase is unjustified and will also impact adversely on the welfare of the economically challenged.</p>	
1f	Does the project, service change or new policy appear to favour or have benefits exclusively for one section of the community?	Consider risks & opportunities for community cohesion and managing perceptions	The proposed service change appears to favour those residents in the borough who do not own a car and who may use alternative means of transportation.	No relevant data available
1g	Have any negative impacts been	The justification required here needs to	It would not be possible to reduce or	No relevant data

	identified which <u>can not</u> be removed or reduced? Some times a negative impact can not be removed or reduced. eg. if the resultant action would cause greater negative effects or can not be justified on other grounds.	clearly explain why no action can be taken and give evidence to show due regard has been given to the consequences.	remove the potential negative impact on those people with lower incomes as these proposals will affect all residents or non residents who either use council run car parks or purchase permit or visitor vouchers because they live within a CPZ.	available
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1. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
1. Age	No	<p>It is not anticipated that the proposed changes will adversely affect any specific equality strand grouping in a unique or exclusive manner nor discriminate against any. It is therefore anticipated that this service change will in fact affect all the identified groups equally.</p> <p>=====</p> <p>However, due to the implicit nature of these proposals it is likely the impact on residents who live in areas of greater deprivation and with lower incomes could be higher than for those who live in other parts of the borough and have greater wealth.</p> <p>Overall, the proposed changes have an equal and manageable affect on all the service users/customers identified but the impact on specific individuals may be higher depending on the income levels of different parts of the borough and therefore there are no mitigating actions for the council to take in order to reduce this disparity.</p> <p>A significant number of the residents who have contacted the council on these proposals express an objection to the proposed increase to the cost of resident permits, visitor vouchers and the removal of free bays. The vast majority felt that this rate of increase is unjustified and</p>	N/A
2. Disability	No		
3. Gender reassignment	No		
4. Pregnancy and maternity	No		
5. Race / Ethnicity	No		
6. Religion or belief	No		

7. Gender / sex	No	will also impact adversely on the welfare of the economically challenged.	
8. Sexual orientation	No	In addition, it is possible that the proposed service change could impact adversely on those local businesses faced with the increased permit charge and who may also have to cope with the potential loss of trade as a result of the removal of free parking bays and increasing Pay & Display charges.	
9. Marital Status	No		

Chief Executive's

1. CommUNITY Barnet core funding

Description of change to service:

In line with the shift from grants to commissioning, it is proposed to end CommUNITY Barnet's core grant and re-commission new services on a 'full cost recovery' basis. We intend commission new workstreams that will focus more on the Big Society; enterprising activity; restructuring the supply side where it is meeting public sector commissioning requirements; and facilitating a culture change to bring efficiencies through sharing of back offices / premises.

Assessing the equality impact	Equality Impact of budget proposal
<i>Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?</i>	<p>The use made of CommUNITY Barnet's services varies between member organisations, with smaller, less developed organisation relying on them more.</p> <p>Users of the Council's new commission are potentially all local voluntary organisations. The demographics of these are not known but can reasonable be assumed to be well-characterise by the subset that is CommUNITY Barnet's membership. CommUNITY Barnet says about 70% of its membership serves disadvantaged client groups, many working in the health and social care or with carers. On a 25% sample, 40% work with under 25s; 25% work with over 55s; and 37% work with people with disabilities. 17% of the sample serves BME communities; 17 Asian; 51% Jewish communities. It is not clear how these figures overlap but it is reasonable to assume that a reduction in funding over three years would disproportionately affect those parts of the community. A five-year grant from the Big Lottery Fund to Community Barnet does already, to some extent, focus support on the needs of groups from minority and newly arrived communities and smaller groups facing sustainability challenges. This will cover much of the period of the Council's three-year budget reduction.</p> <p>The impact of the Year 1 real terms decrease formally under consideration now should be minimal. Voluntary organisations will notice more difference in the ways that services are delivered. With CommUNITY Barnet as the key delivery agent, there is no reason to believe that any of the groups whose users have protected characteristics will be disadvantaged by the new services to be delivered.</p>
<i>Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents?</i>	The proposed new SLA will aim to make a reality the government's commitment to shift power away from the state towards people and communities. To this extent the recommissioning – rather than the budget reduction - may make this work more visible to residents rather than constituted voluntary organisations.
<i>Does the proposal change Barnet's reputation as a good place to work and live?</i>	Greater empowerment of local residents to make changes in their local communities may enhance this reputation.
<i>Will members of Barnet's diverse communities feel more</i>	All communities stand to benefit from empowerment under the Big Society agenda. There is no data to show how this

<i>confident about the council and the manner in which it conducts its business?</i>	change is likely to affect confidence in the Council.
<i>How will the new proposals enable the council to promote good relations between different communities?</i>	It is likely that award criteria of the Big Society Innovation Fund to be supported by Community Barnet as part of the new funding agreement - as well as other work - will include projects to support community cohesion and bringing communities closer together to help and support one another and co-operate in improving their local neighbourhood. The work is intended to be innovative and so there is no explicit data to show that this will achieve the desired result.
<i>How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?</i>	The proposed changes already take account of views expressed by chairs of voluntary sector networks through informal consultation. This proposal was included in the consultation on changes to the council's grants programme which forms part of the Councils formal budget consultation. As well as being available to the public on-line, the consultation was distributed to voluntary sector network chairs in order that they could promote it to their constituent organisations and those organisations' users. No particular equalities angles came through in the responses.

2. Community Advice

Assessing the equality impact	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?	<p>Based on recent modelling, a budget reduction of 40% (currently 29% is proposed), each year an estimated 3769 people – about 1% of the Borough's population - would fail to receive a service. In relation to protected characteristics that can be identified, differential impacts would be a higher proportion of women (57%); 50% from BME communities and 622 people who are disabled people. By its nature, the service is accessed more heavily by disadvantaged people with whom groups with protected characteristics tend to have a high correlation. Clearly the impact of the year 1 reduction of 4.9% will be proportionately less, but a differential higher impact on these groups is to nonetheless to be expected.</p> <p>While, the new specification from October 2011 will target services more closely at identified need and by implication these communities, it is not clear that this can offset the Year 1 reduction caused by the budget reduction.</p> <p>The Council's policy of using cheaper communication channels (where suited to the user's needs) may also offset the reduction as this allows more people to be helped per unit. This may free up a certain amount of resource to meet people with protected characteristics in particular disabled people who need more help, but will not impact noticeably until later in 2011/12 and the impact is impossible to forecast at this stage. Again it should not be assumed that the effect on service for these groups can be offset.</p> <p>Any increased focus on welfare benefits that results in a reduction or cessation in provision of immigration advice will inevitably impact more heavily on BME communities. Approximately 3.5% of general</p>

	<p>enquiries relate primarily to immigration (Barnet CAB data, 15,582 records) and a much higher percentage typically for specialist law enquiries. Of Barnet Law Service's 2009/10 cases, 125 clients (36%) had immigration matters.</p> <p>With relation to age, the advice was that the proposed changes to the service would not significantly impact on older people and that no particular adjustments to the service configuration will be required.</p>
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents?	Based on estimates, the reduction in this service will mean a loss of service to around 1% the population and their families over three years. It is unlikely to have a direct impact on satisfaction of those who do receive the service, but it may be seen as the scaling back of what is (inaccurately) perceived as a universal service.
Does the proposal change Barnet's reputation as a good place to work and live?	Not significantly, particularly as other Boroughs are also planning reductions. Also the Council may be seen to have tried to protect frontline services most amongst those that are grant funded.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	The diverse communities along with low income groups will be most affected by this proposal, as above. It should be assumed that this impact will be felt over time and that the closer targeting of service will not entirely offset the reduction in service.
How will the new proposals enable the council to promote good relations between different communities?	<p>The need to rationalise suppliers and reduce the contract management requirement means a decision was taken earlier this year to end some smaller grants. This directly affects three ethnic-based organisations and their clients. Although this predates the current budget process by some months, the public may perceive the latest budget reductions as part of the same trend. Hence this should be taken into account when assessing likely perception.</p> <p>Any proposal to exclude or reduce immigration advice in the new contract may compound this. None of the representations received so far are specifically on this basis, though there is concern that minority ethnic groups and disabled people will be most affected.</p>

3. Community Focus

Proposed saving: Reduction to the community arts programme by £20,000 per annum by 2013/14

<p>Proposal: CRC decided in 2009 to withdraw Community Focus's core grant and re-commission an outcome-based Preventive Programme targeted mainly at older people, disabled people and people with mental health problems; also that the programme be delivered across the Borough and not just in the artsdepot building. The contract was tendered but not awarded. The latest proposal reduces the budget by 23% over three years. The budget reduction formally under consideration in the EIA here is the 4.6% cash reduction from 2010/11 to 2011/12.</p>	
Assessing the equality impact	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place	CF's user figures for 2009/10 show over 300 registrations per term (three terms per year) where people tend to sign up for all three terms. Of the first 330 users logged (2009/10, first 11 months):

to re-dress these differences?	<ul style="list-style-type: none"> • 30% came from residential homes or day centres in Barnet • 15% came from community care assessment and support plan, i.e. independent living. • 20% were 'senior citizens' (of which 15% have Alzheimer's or other mentally debilitating illness) • 33% were able-bodied but CF believes that some of these have undisclosed needs • 2% were people with English as their second language. <p>Also:</p> <ul style="list-style-type: none"> • Outreach (Youth Focus, Family Focus, Innovation Project, Film Focus project, Deaf and Disabled Artist in residence) Direct participation = 380 people per year. <p>1140 people viewing CF films at Phoenix Cinema.</p> <p>Due to the budget reduction, there will be a small Year 1 reduction in programming for CF's existing clients, i.e. older, disabled and generally disadvantaged people. The overall impact on residents talking part will be a small reduction. However, the Council intends to more closely focus its subsidy on older people, disabled people and people with mental health problems; and widen it out across the Borough so that the residents on the more deprived west side of the Borough who cannot or do not want to travel to N12 can more easily access the service. Owing to the restructuring of the subsidy, it cannot be accurately forecast at this stage whether this re-focusing will increase the number of users with protected characteristics so as to more than offset those who will not take part due to the 4.6% budget reduction.</p>
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents?	<p>The proposal is that the new programme is focussed more closely on older and disabled people and those with mental health problems which may bring increased satisfaction from these groups.</p> <p>Once can speculate that introducing the programme to venues in the west of the Borough will disproportionately benefit deprived communities and BME communities in view of the demographics of those areas and thus increase satisfaction amongst those groups; but also decrease it amongst those nearer N12. We cannot be assured of this, as some users do like and benefit from CF's current premises. There is no data as to how this affects different groups of residents.</p>
Does the proposal change Barnet's reputation as a good place to work and live?	There is no evidence to show a likely effect one way or another.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	The change should give any detailed scrutineers confidence in our value for money arrangements and the effort of protecting frontline service for vulnerable people as much as possible, but the change will be small.
How will the new proposals enable the council to promote good relations between	The changes are small, taken in the wider budget context. There is no evidence to suggest this will affect relations for

different communities?	better or worse.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	<p>This proposal was included in the consultation on changes to the council's grants programme which forms part of the Councils formal budget consultation. As well as being available to the public on-line, the consultation was distributed to voluntary sector network chairs in order that they could promote it to their constituent organisations and those organisations' users.</p> <p>There is no change to the proposal to reduce funding by 4.6%. as a result of the consultation. Concerns about reducing the services to marginalised people have confirmed the Council in its intention to more closely focus the service on older people, disabled people and people with mental health problems; and widen it out across the Borough so that the residents on the more deprived west side of the Borough who cannot or do not want to travel to N12 can more easily access the service.</p>

4. Arts Depot

Assessing the equality impact	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?	<p>There are insufficient data to determine whether there will be differential outcomes for different communities. Artsdepot is for all residents of the Borough and is open to all beyond our borders also. Should the Trust become insolvent, it is not possible to say that one community would be affected more than another. Should the Trust continue to trade but with a more commercial programme, the programme will inevitably become less deliberately inclusive, though it is not possible to quantify who would be most affected and therefore whether there would be a differential outcome.</p> <p>Complete cessation of the Trust's operations – should this occur - would mean loss of the programme commissioned by the Children's Services, 80% of which is very closely linked to the Children and Young People Plan (of which half is then targeted at 13-19 year olds), as well as other projects for older people or linked to community cohesion, health and well-being, environmental projects, etc. Although inclusive in nature, the programme is designed to serve users with a greater proportion of protected characteristics compared to the Borough's population. As per current proposals, the Children's Service intends to continue this programme. Another provider would have to be found if the Trust were unable to provide it.</p> <p>Closure of artsdepot building, as opposed to the Trust, should that be required, would mean loss of a small but well used soft play area; and require Community Focus to move to a cheaper venue or venues, impacting on its older, disabled and other disadvantaged users in a way that cannot be quantified at this stage. This might mean less well-furnished premises but might also mean a wider coverage of the Borough as is intended in any case. However it is considered there is a low risk of the building being left unused.</p>

	Some consultation respondents were concerned that programmes for elderly, disabled and children and young people would be ended or weakened. It is not clear that all respondents differentiated artsdepot's activities from Community Focus's work and the community arts programme, but in any case there is a certain amount of linkage as noted above.
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents?	Closure of artsdepot may mean less satisfaction with Barnet as a place to live. Alternatively, it could mean higher satisfaction if the space were reconfigured or re-used in a way that is preferable to residents. This is currently under consideration. Reaction cannot be predicted without knowing the end result.
Does the proposal change Barnet's reputation as a good place to work and live?	As above, reaction cannot be predicted without knowing the end result. Closure of artsdepot – should that occur - would be seen by some as a loss of a key component of the local cultural offer; and there is concern expressed in the consultation responses that closure would weaken the culturally diverse offer available. Mothballing of the artsdepot building would affect local reputation, but it is unlikely we would leave it unused.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	Proposals to withdraw artsdepot's core funding drew negative reaction from those who responded to the consultation with a large majority 'strongly against'. In addition it prompted a petition from over 4000 people. A factor in this amongst consultation respondents who were more familiar with artsdepot's operations was that the proposal to withdraw the funding at the end of the current financial year should be modified – if it is allowed to stand - to allow more time for artsdepot to develop other plans and income streams. There is clearly a proportion of residents for whom withdrawal of funding may affect their perception of the Council's handling of business. It cannot be said that this is particularly related to any particular communities. There is strong effort to find an alternative solution that allows the Arts Depot Trust to continue to trade as part of the solution but this is at an early stage. Hence it cannot affect communities' perception until later. Again the final perception may depend on the end use of the building and how well any transition is actually handled.
How will the new proposals enable the council to promote good relations between different communities?	There is no detailed factual evidence with which to answer this question. However, there is scope to use the building as more of a community space than it is at present.
How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?	This proposal has been included in the consultation on changes to the council's grants programme which forms part of the Council's formal budget consultation. As well as being available to the public on-line, the consultation was distributed to voluntary sector network chairs in order that they could promote it to their constituent organisations and those organisations' users. Artsdepot promoted the consultation widely. Some reactions have been included above. Work has been continuing to find a solution that will avoid the need for the Arts Depot Trust or the building to close. During the course of the budget consultation, it was decided that the

	Council's restructured youth offer would include continuation of the Children's Service's three year contract with artsdepot, addressing that part of arts programming that relates to children and young people most closely, including by implication those who with protected characteristics.
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Customer Services

1. Museums

Funding to operate Church Farm House Museum and support Barnet Museum to be withdrawn, taking effect from 1 April 2011. By 31 May 2011, review two proposals to operate museums independently (at zero cost to the Council) while also considering other options for future of the services.

Assessing the equality impact	Examples of evidence	Equality Impact of budget proposal
Are there differential service outcomes for different communities? If so, what measures will be put in place to redress these differences?	<ul style="list-style-type: none"> What is the information source used by the author to measure service outcomes e.g Place Survey or performance indicators Has the information been segmented for different groups of people What does the data reveal Are there any comments/concerns relating to the data If there are concerns, how will these be resolved Does the policy help to redress any differences 	<p>Data reviewed:</p> <ul style="list-style-type: none"> Visits (estimates). Financial data. Performance information (National Indicator 11). High level quantitative analysis of customer base provided by Church Farmhouse Museum team. Demographic data from consultation process (December 2010 – January 2011). National data on museums use from MLA and DCMS briefings and reports. <p>The lack of customer data from both museums has been addressed by: gathering national level customer data to inform our decision making; seeking qualitative data from museums; and using consultation data from the online survey.</p> <p>Segmentation:</p> <p>Ethnic minorities:</p> <ul style="list-style-type: none"> Renaissance data 2010. Ethnic minorities remain under-represented. 91% of the population of England was white according to the 2001; Census, vs 95% of the museum visitors (no change on 2008/9). 2006 data: In London, 30% of the population is from an ethnic minority background, but only 17% of their total visits from ethnic minority groups. CASE data 2010: The probability of ethnic minorities engaging in culture varies with age. For young people, ethnic status has no effect for attending a museum, while older people from a BME group are less likely to

		<p>engage in culture.</p> <ul style="list-style-type: none"> • Consultation responses: The vast majority of respondents disagreed with removing funding for Museums. Of these respondents, 16 reported themselves to be from BME populations; 105 white British; and 16 either white other or white Irish. <p>Age:</p> <p>Renaissance data 2010 and 2006: There has been a slight change in the age profile of visitors, average age increasing from 43.9 in 2003 to 45.2 in 2006, and little change to 2010. There are still very few secondary-school children, compared with primary-aged and pre-school children.</p> <p>DCMS: Visits vary by age, with younger (16-24 years) and older (75+ years) adults generally less likely to have visited a museum, gallery or archive in the last year than those aged 25-74 years. High proportions of children have visited one of these in the last year.</p> <p>CASE data 2010: Older people are more likely to engage in culture, but less likely to engage in sport.</p> <p>Consultation responses: Four respondents under age 18; majority were between 35 – 64 (83); 65 – 74 (26); and 14 respondents over 74. No evidence that older people are more likely to support (and possibly visit) the museum. 46 adult respondents had children under 18 (91 did not), suggesting that though children's response is low, we would expect higher level of visits than consultation suggests.</p> <p>Quantitative data: In 2010 there were 34 visits from local schools to Church Farmhouse, with each visit comprising of around 90 children. In 2010 the Curator went on 20 visits, speaking with around 90 children each time, and 8 outreach visits to residential homes. (Museum team estimates).</p> <p>Gender:</p> <p>Renaissance data 2010 and 2006: Women have consistently outnumbered men at these museums, representing from 54% to 57% of all visitors in the past four years (2006). 2010: Women outnumber men by about 3:2. Long term there has been a slight growth in the share of women visitors.</p> <p>Consultation responses: 70 respondents were male, and 71 female – suggesting a near even split of popularity/use.</p> <p>Disability:</p> <p>Renaissance data 2010 and 2006: 4% of visitors in 2009/10 had some form of disability (5% 2008-9). The pattern is age related (1% of under 35s vs 9% of the 55+ age group).</p> <p>Consultation responses: Of 141 respondents who completed the section on 'disability', 6 report themselves to have some form of disability. (Both buildings are not fully accessible).</p>
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		<p>Conclusion:</p> <p>Decision to withdraw funding from museums would result in cessation of Church Farmhouse Museum (pending review of future options); and withdrawing Barnet Museum grant. Evidence from the museums suggest that there would be an expected impact on school-aged children (class visits), reduced infrastructure used by adults and older adults for pleasure/leisure, and reduced infrastructure used by families, individuals, and local history and interest groups. However, this is unlikely to have a disproportionate impact on any group covered by equalities legislation.</p>
Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?	<ul style="list-style-type: none"> Satisfaction levels are to be used as a proxy measure of equalities impact or measuring equalities risk Have any references been made to the satisfaction rates of different groups of people. If not authors need to offer an explanation. 	<ul style="list-style-type: none"> Non-provision or reduced provision would adversely impact satisfaction across a wide range of groups of residents – across all age ranges; equally upon both genders; with no known specific impact on any particular ethnic group; and no known additional impact on those with disabilities. There may be an additional adverse impact amongst school-aged children at specific schools, those who use the museum and exhibits for pleasure and leisure – including older adults and those on lower incomes, and those who live closer to either museum.
Does the proposal change Barnet's reputation as a good place to work and live?	<ul style="list-style-type: none"> Whilst this is a subjective point – all proposals should aim to enhance the borough's reputation. The response to this supports the next two relating to the cohesive feel of the borough. 	<ul style="list-style-type: none"> Adverse reputation impact arising from reduction of cultural service infrastructure. Barnet's residents are more likely (by c1%) to visit museums than the London average. This could be impacted negatively. National evidence suggests that the main motives for visiting are 'sightseeing / fun / inspiration' (22%), 'convenience or time filling' (20%), 'education and learning' (18%) and 'to bring children' (13%). Removal of funding for museums could impact satisfaction as reduces ability to satisfy these motives.
Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?	<ul style="list-style-type: none"> Results from the Place Survey relating to National Indicators 1-5 are a good source of information 	<ul style="list-style-type: none"> Adverse impact of reducing cultural service infrastructure across all communities. (National data suggests BME population less likely to use museums than the non-BME population.) Local history groups, societies, schools, and those on lower incomes may have reduced confidence in the council.
How will the new proposals enable the council to promote good relations between different communities?	<ul style="list-style-type: none"> Authors need to consider this question in light of the proposal being made in the paper 	<ul style="list-style-type: none"> Potential adverse impact by reducing ability to display materials, exhibitions and artefacts which can foster sense of local identity.
How have	<ul style="list-style-type: none"> Consultation is an 	

<p>residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?</p>	<p>important point of any proposal. This consideration is important as it one of the areas that the council is most likely to be challenged over.</p> <ul style="list-style-type: none"> • How has the consultation been used to inform the policy's development 	<p>Consultation took place through:</p> <ul style="list-style-type: none"> • Meetings with museum committees • Meeting with national body (MLA) • Survey (online and post) • Received letters and petitions. <p>Full consultation took place December 2010 – January 2011.</p> <p>A number of responses were received, recommending alternative options for both museums. Two proposals to operate the museums independently were received. As a result of consultation, Cabinet may consider a 2/3month period to evaluate the proposals.</p>
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Planning, Housing and Regeneration

An equality impact assessment has been undertaken on every budget saving proposal. No significant risks have been identified. A summary of any impact is included in **Appendix 3** against the specific savings proposals.

Corporate Governance

An equality impact assessment has been undertaken on every budget saving proposal. No significant risks have been identified. A summary of any impact is included in **Appendix 3** against the specific savings proposals.

Deputy Chief Executive

An equality impact assessment has been undertaken on every budget saving proposal. No significant risks have been identified. A summary of any impact is included in **Appendix 3** against the specific savings proposals.