

## **Appendix A4:**

### **Community Leadership Committee Commissioning Plan 2015 - 2020**

#### **1. The context for the development of this plan.**

Public services in England during the decade 2010-2020 face an unprecedented challenge as the country deals with the impact of the financial crisis of 2008, alongside the opportunities and challenges that come from our changing and ageing population.

Despite a growing economy, the UK budget deficit is forecast to be £75bn at the 2015 General Election, with cuts set to continue to the end of the decade no matter who is in Government. At the same time, demand on local services continues to increase, driven by a growing population, particularly the number of young and older residents. We therefore must plan for the fact that austerity will affect all parts of the public sector to the end of the decade and that we will not be able to meet increasingly levels of demand from simply doing more of what we are currently doing.

The public too, does not expect simply more of the same. Expectations of local services are increasing, advances in customer services and technology provides the ability to interact with services 24/7. Local residents as a result expect better services and more prompt responses from the Council. However satisfaction with the Council and local services remains relatively high in Barnet, and over recent years resident satisfaction with a number of local services has increases, despite these challenges.

In thinking about how the Council lives within its means, the Council needs to recognise that residents are also facing wider financial pressures, from high energy bills, increasing housing costs, continued wage restraint, and benefit reforms, so the ability of many households to absorb the impact of reductions from public sector funding through increased financial contributions is constrained.

We can however expect over the duration of this plan that significant opportunities will flow from Barnet being part of a growing and arguably booming London economy. Unemployment levels have fallen by a third in the last year, the number of 16-18 year old 'NEETs' in Barnet is, at 2.3%, the fourth lowest in England and fewer Barnet residents are claiming out-of-work benefits than the London average. This plan needs to ensure that all residents of Barnet can benefit from the opportunities of growth, whether through new employment opportunities, increased investment in infrastructure such as roads and schools, or enjoying new neighbourhoods and places in which all people can live and age well.

#### **Barnet Council's Overarching Approach to meeting the 2020 Challenge**

The Council's Corporate Plan sets the framework for each of the Commissioning Committees five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and

waste there are a number of core and shared principles which underpin the commissioning outcomes.

**The first is a focus on fairness:** Fairness for the Council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities - young, old, disabled, and unemployed benefit from the opportunities of growth.

The Council must 'get the basics right' so people can get on with their lives – disposing of waste, keeping streets clean, allowing people to transact in more convenient ways, resolving issues promptly in the most cost effective way. We must shift our approach to earlier intervention and demand management .... Managing the rising demand on services requires a step change in the Council's approach to early intervention and prevention. Across the public sector, we need to work with residents to prevent problems rather than treating the symptoms when they materialise.

**The second is a focus on responsibility:** Continue to drive out efficiencies to deliver more with less... The Council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

Change its relationships with residents, with residents working with the Council to reduce the impact of funding cuts to services .... In certain circumstances, residents will also need to take on more personal and community responsibility for keeping Barnet a great place particularly if there is not a legal requirement for the Council to provide services. In some cases users will be required to pay more for certain services as the Council prioritises the resources it has available.

**The third is a focus on opportunity:** Prioritise regeneration, growth and maximising income – Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the Council less reliant on government funding; helps offsets the impact of service cuts and allows the Council to invest in the future infrastructure of the Borough.

Redesign service and deliver them differently through a range of models and providers ... The Council has no pre-determined view about how services should be designed and delivered. The Council will work with providers from across the public, private and voluntary sectors to provide services which are more integrated, through a range of models most appropriate to the service and the outcomes that we want to achieve.

**Planning ahead is crucial:** The Council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts - the Council is continuing this approach by extending its plans to 2020.

## **2. Committee context**

Barnet is a safe borough with strong, cohesive communities. It is a large diverse place, made up of suburban communities as well as 20 town centres. Barnet is the second most populous borough in London, with 366,400 residents and 146 different languages spoken in our schools. It is a place of growth, with an extra 41,600 people expected to live in the borough over the next five years, with the greatest growth concentrated in the west.

Over the past 10 years Barnet has become more diverse – 36 per cent of people now identify themselves as Black or minority ethnic and the fastest growing ethnic group in the borough is the Asian community. Barnet is also home to the country's largest Jewish community, and remains a place where people have positive relationships in the community: 83 per cent of residents agree that people from different backgrounds get on well together in Barnet.

The Council's aim is to build on the strong sense of community in Barnet to encourage wellbeing, to act early when giving support to the most vulnerable or at risk. We will continue to support the work of the police to address anti-social behaviour and crime.

The Committee will facilitate the Council's community leadership role, supporting residents and communities to become more active, independent and resilient. This will include providing residents with opportunities to take responsibility for their local areas, enabling demand on Council services to reduce.

Through the implementation of a new Community Participation strategy, a planned programme of engagement with and support for residents and communities will mobilise capacity and resources to support the priorities of the Borough. The Council will provide cross-cutting support for communities to help reduce demand on Council services.

Barnet Council has wide-ranging roles to improve the safety of the Borough, some of which fall under the terms of reference of the Community Leadership Committee whilst others will be influenced through leadership of the community safety agenda.

The Council, along with its partners on the Safer Communities Partnership, will work to ensure that Barnet remains one of the safest boroughs in London. Our Community Safety Strategy will focus on supporting victims of crime, managing offenders to reduce their offending and directing partnership resources to the high crime and ASB areas in the borough. This strategy is underpinned by commitments to: reduce crime; reduce the fear of crime; and, especially, working to support the most vulnerable in the community to be free from the fear of crime and anti-social behaviour. Domestic Violence and Violence against Women and Girls will remain one of the key strategic priorities for the partnership.

## Outcomes

<b>Priority</b>	<b>Key Outcomes</b>
<b>Safe communities</b>	Crime levels in the borough remain low and people feel safe to live and work in Barnet. Victims of crime and anti-social behaviour are well supported. Offenders are effectively managed by public sector agencies and as a result re-offending rates are low. Locations in the borough that experience persistent crime and anti-social behaviour are made safer through a partnership response.
<b>Strong communities</b>	Residents and community groups are independent and resilient and take on responsibility for their local areas Communities are stronger and more cohesive.
<b>Active, involved communities</b>	Residents and community groups are more involved in delivering services and functions, in areas where there is a clear rationale for this and where the community may be better placed to do so Residents have more options available for delivery of services and outcomes.
<b>Emergency preparedness</b>	The borough is well prepared for an emergency and responds quickly and appropriately when any arise.

The commissioning plan has been developed in sections for the following service components that make up the Community Leadership Committee's remit:

- Community Safety.
- Community Participation
- Emergency Planning.

## **Service component: Community Safety**

Community safety is an issue for local authorities along with the police, fire and rescue authorities and other partners in the criminal justice system. Barnet Council has wide-ranging roles to improve the safety of the borough some of which fall under the terms of reference of the Community Leadership Committee whilst others will be influenced through leadership of the community safety agenda.

Barnet has established effective joint working arrangements through the the Safer Communities Partnership and will continue promote the work of the partnership and provide it with strategy, policy and operational advice and direction. The Council also will lead on performance management and tracking progress of the Safer Communities Strategy to hold partners to account to commitments made in the strategy. Through an annual analysis of crime and anti-social behavior the Council will ensure the partnership remains focused on the right priorities for the borough.

Residents consistently report that anti-social behaviour is a top concern. Barnet Council will contribute to anti-social behaviour strategies through a range of council services including lighting, street cleansing, planning and leisure. We will co-ordinate actions across the partnership and the council to tackle complex crime and ASB, keeping elected members and residents informed on progress.

The CCTV service provides live monitoring and automatic number plate recognition across the borough leading to a reduction in crime, reduction in the fear of crime, improved detection and sanction rates. The current contract runs until 2019 and towards the end of this contract the Council will work hard to identify alternative funding sources for this service.

Other important elements of the Council's contribution to community safety are covered in the commissioning plans of other committees, for example safeguarding of vulnerable adults and young people and youth offending.

### **Commissioning intentions:**

	<b>Commissioning intention</b>	<b>What needs to happen</b>
1	Through leadership of Barnet's Safer Communities Partnership provide strategic direction to community safety and impetus to improve and enhance initiatives and services to deliver the Safer Communities Strategy. This should help maintain low levels of crime, reduce the fear of crime and increase community confidence in the police and council responding to anti-social behaviour and crime.	<ul style="list-style-type: none"><li>- Continue to develop community leadership role in community safety.</li><li>- Develop strong partnership with the Mayor's Office for Police and Crime.</li></ul>

	<b>Commissioning intention</b>	<b>What needs to happen</b>
2	<p>Move the CCTV service to a revenue neutral position at the end of the current service, preferably through the identification of alternative funding sources to maintain the benefits of service – reduction in crime, reduction in the fear of crime, improved detection and sanction rates.</p>	<ul style="list-style-type: none"> <li>- Discussions with MOPAC, other partners and local businesses – increased focus from 2017.</li> </ul>
3	<p>Ensure a co-ordinated partnership approach to address anti-social behaviour which follows a risk based approach.</p>	<ul style="list-style-type: none"> <li>- Effectively implement the Anti-social Behaviour Crime and Policing Act 2014.</li> <li>- Introduce a multi-agency approach that is victim and community centred, to respond to repeat incidents of anti-social behaviour to include the establishment of the Multi-Agency Risk Assessment Conference (MARAC), Community Trigger and Community Remedy.</li> </ul>
4	<p>Ensure a co-ordinated partnership approach to address domestic violence (DV) and violence against women and girls (VAWG) with a clear focus on partnership, prevention, protection and provision. This should mean that more victims feel confident in reporting DV and VAWG, and therefore an increase in reports across the partnership; a reduction in repeat DV victims; and improved sanction and detection rates.</p>	<ul style="list-style-type: none"> <li>- Ensure effective working across the Adults and Children’s Safeguarding Boards and the Safer Communities Partnership Board.</li> </ul>
5	<p>Prevent young people from being victims or offenders of crime and anti-social behaviour (ASB).</p>	<ul style="list-style-type: none"> <li>- Implementation of the youth violence strategy.</li> </ul>

	<b>Commissioning intention</b>	<b>What needs to happen</b>
6	Ensure a co-ordinated approach to the management of offenders to reduce re-offending and therefore see a reduction in crime and the number of victims of crime.	- Establishment an 'Offender Management Strategy' for the borough, to include effective working with the new offender management services delivered through the National Probation Service and the Community Rehabilitation Company.
7	Address under-reporting of hate crime and for the most vulnerable groups.	- Multi-agency review of systems in place to encourage and enable the reporting of hate crime.

These commissioning intentions will contribute to the following outcomes:

- Safe communities
- Strong communities
- Active, involved communities
- Emergency preparedness

### **Outcome measures**

<b>Measure</b>	<b>Baseline – 13/14</b>	<b>Target - 19/20</b>
Number of repeat victims of domestic violence.	8.9%	Decrease
Domestic violence with injury sanction and detection rates.	55%	Increase
Percentage of people reporting the extent to which they are very/fairly worried about ASB in their area.	26% (Spring 2014)	Decrease
Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68% (Spring 2014)	Increase
Number of hate crimes reported	50	Monitor
Repeat offending of those on the probation caseload	7.7% (October 12 – September 13)	Decrease
Incidence of domestic burglary	20.27 (March 13 – February 14)	Decrease
Incidence of violence against the person crimes per 1,000 population	12.53 (March 13 – March 14)	Decrease

### Financial impact

A summary of the change in net revenue budget for this service component is shown in the table below:

	<b>14/15</b>	<b>15/16</b>		<b>19/20</b>
General fund budget	£1.2m	£1.2m		£0.3m
		<i>Taking account of:</i>		<i>Taking account of:</i>
Savings		(£m)		(£0.8m)
Inflation		-		-
Demographic growth		-		-



## Service component: Community Participation

Through improved Community Participation, Barnet Council aims to:

- Increase the level of community activity across the borough;
- Build stronger partnerships between the community and the Council;
- Coordinate and improve the support the Council gives to communities; and
- Help the Council take more account of community activity when it makes decisions about how it delivers services and outcomes.

These aims are designed to benefit both the Council and the community by increasing residents' independence and resilience; improving the quality and efficiency of services by tailoring them more effectively to people's needs; and reducing demand on the public sector, which will be crucial during times of continued austerity.

Various initiatives are going on across the Council which support this agenda, but unless action is taken to bring them together and make them work in a coordinated way, the Council will not realise their full benefits. Over the next five years, funding restrictions mean that the Council will have to do less in certain areas. To ensure Barnet continues to thrive, the Council will need to build stronger relationships with the community, share more responsibility, and get local people more involved in work to improve outcomes for the Borough.

### Commissioning intentions:

	<b>Commissioning intention</b>	<b>Intended impact</b>
1	Create a clear and coordinated package of measures by which the Council can support community activity, including grant funding, use of assets, and officer time.	<ul style="list-style-type: none"><li>- Increase in organised resident and community activity</li><li>- Resident and community groups are more sustainable</li><li>- Resident and community groups have a clear understanding of the support available to them from the Council, and make use of it</li></ul>
2	Devise a framework coordinating the Council's community engagement to make it more targeted and efficient	<ul style="list-style-type: none"><li>- Relationships between the Council and the community are strengthened.</li><li>- All engagement routes work to promote increased community participation</li></ul>

	<b>Commissioning intention</b>	<b>Intended impact</b>
3	Agree an implementation plan for the transfer of appropriate services or functions into community ownership or delivery.	<ul style="list-style-type: none"> <li>- Voluntary and community groups are empowered to deliver services and outcomes on the Council's behalf.</li> <li>- Services are available according to the most appropriate model to meet local need</li> <li>- Outcomes are improved for service users.</li> </ul>

These commissioning intentions will contribute to the following outcomes:

- Strong communities
- Active, involved communities

### **Outcome measures**

<b>Measure</b>	<b>Baseline – 13/14</b>	<b>Target - 19/20</b>
Residents responding 'A great deal/To some extent' to Residents' Perception Survey question: The Council acts on the concerns of local residents.	50%	Increase
Residents responding 'Very strongly/Fairly strongly' to Residents' Perception Survey question: How strongly do you feel you belong to your neighbourhood?	74%	Increase
Residents responding 'Strongly agree/Tend to agree' to Residents' Perception Survey question: To what extent would you agree or disagree that people pull together to help improve their area?	49%	Increase
Residents responding 'Strongly agree/Tend to agree' to Residents' Perception Survey question: To what extent would you agree or disagree that your neighbours help each other out when needed?	80%	Increase
Proportion of residents reporting that they volunteer at least once a week or once a month via Residents' Perception Survey	28%	Increase
Number of volunteers working within Council services	New measure	Increase
Take-up of volunteer-led initiatives such as Adopt a Place	New measure	Increase
Number of voluntary and community groups registered as suppliers with the Council	New measure	Increase

## Service component: Emergency planning

### Commissioning intentions:

	<b>Commissioning intention</b>	<b>Intended impact</b>
1	Through joint leadership of the Barnet Borough Resilience Forum with London Fire Brigade, provide strategic and operational direction to multi agency partners involved in encouraging local communities to become involved in emergency planning, preparedness and response.	<ul style="list-style-type: none"> <li>- Increase in targeted and accessible multi agency publicity to warn and inform the public about emergency situations occurring in the Borough</li> <li>- Increase in public awareness around multi agency response during emergency incidents</li> <li>- Residents have a clear understanding of support available to them from the Council and other responders during an incident but are also encouraged to prepare themselves.</li> <li>- Encourage individuals and families to plan and prepare for likely emergencies e.g. evacuation</li> <li>- Involve communities in learning to work together and respond appropriately to a variety of incidents</li> <li>-</li> </ul>
2	Working with other responders via the BBRF, create impetus to enhance initiatives to improve public understanding of and involvement in emergency planning across the Borough.	<ul style="list-style-type: none"> <li>- Increase public understanding of emergency planning and response</li> <li>- Increase public involvement in emergency planning and response</li> <li>- Improve community resilience to emergency incidents</li> <li>- Residents more aware how to prevent certain emergency situations e.g. house fires to improve resilience</li> <li>-</li> <li>-</li> </ul>

	<b>Commissioning intention</b>	<b>Intended impact</b>
3	Ensure a multi-agency approach to identifying and supporting vulnerable residents during emergency situations with a clear focus on prevention and partnership working	<ul style="list-style-type: none"> <li>- Information sharing protocols are agreed between partner agencies to ensure fast and effective identification of and response to vulnerable people during incidents</li> <li>- Partner agencies encourage vulnerable people to take up existing incentives to improve safety and security e.g. LFB Home Fire Safety Check</li> <li>- Vulnerable residents are aware of a range of multi-agency safety and security schemes and know how to access them to help prevent emergencies</li> <li>- Vulnerable people feel confident to register with Utility companies for priority services during incidents involving water, gas or electricity</li> </ul>
4	Engage with faith and community leaders and groups to ensure they understand the role they would play in responding to large scale emergency situations and are involved at the planning stage	<ul style="list-style-type: none"> <li>- Council and partners able to message large numbers of people within a short space of time about potential or threatened incidents</li> <li>- Building trust and relationships with leaders will improve the chances of engaging with whole community and faith groups</li> </ul>

These commissioning intentions will contribute to the following outcomes:

- Safe communities
- Active, involved communities
- Emergency preparedness

### **Outcome measures**

<b>Measure</b>	<b>Baseline – 13/14</b>	<b>Target - 19/20</b>
Communities are better prepared and more resilient during incidents	New measure	Increase
Increased numbers of vulnerable people identified quickly and supported during emergencies.	New measure	Increase

<b>Measure</b>	<b>Baseline – 13/14</b>	<b>Target - 19/20</b>
Vulnerable people are better prepared and aware of the assistance they can expect during emergencies	New measure	Increase
Communities more aware how to prevent emergency situations and thereby improve community resilience	New measure	Increase
Increased awareness by residents of multi-agency emergency planning, preparedness and response in future citizens panel surveys	New measure	Increase
Faith and community groups more engaged in resilience activities	New measure	Increase