

AGENDA ITEM:	Page nos.
Meeting	Cabinet Resources Committee
Date	24th June 2013
Subject	Safer Communities Partnership Initiatives Outline Business Case
Report of	Cabinet Member for Safety and Resident Engagement
Summary	This report outlines how the authority's leadership role for community safety is developing and puts forward the cases for the implementation of a number of initiatives to support delivery of the Safer Communities Strategy 2011-14.
Officer Contributors	James Mass, Ruth Murphy
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	<ol style="list-style-type: none"> 1. Appendix 1 Outline Business Case – Safer Communities Partnership Initiatives 2. Appendix 2 Equalities Impact Assessment
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1. RECOMMENDATIONS

- 1.1 That the committee approve the Outline Business Case for partnership initiatives to enhance delivery of the Safer Communities Strategy and that the four proposed initiatives are implemented.**
- 1.2 That the committee approve a budget of £118,300 from the One Barnet Transformation Reserve to implement the Community Coaches initiative.**
- 1.3 That the committee approve that implementation of each initiative be subject to approval of an implementation plan by the Safer Communities Partnership Board.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 29 November 2010 (Decision item 6) – approved the One Barnet Framework and the funding strategy for its implementation.
- 2.2 Cabinet, 14 September 2011 (Decision item 5) – approved the Safer Communities Strategy.
- 2.3 Cabinet, 20 February 2012 (Decision item 6) – approved the Business Planning Report 2012/13 – 2014/15 which included within the report the five projects to be developed through strategic outline cases.
- 2.4 Cabinet Resources Committee, 20 June 2012 (Decision item 6) – approved the Strategic Outline Case for the strategic review of Community Safety.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Crime reduction and community safety are top priorities for Barnet residents. One of the new Corporate Plan priorities is “to promote family and community well-being and encourage engaged, cohesive and safe communities”.
- 3.2 The Council is a provider and commissioner of community safety services but also has a more significant local leadership role. Through chairing the Safer Communities Partnership the Council exerts strategic leadership, provides accountability to other agencies working in Barnet and is the driving agent of development in the system.
- 3.3 The Outline Business Case will help the Council to fulfil this role and to build on partnership activity and alignment of resources to deliver against the priorities set out in the Safer Communities Strategy 2011 – 2014. This includes tackling the following issues:
 - Property Crime, with a focus on domestic burglary
 - Anti-social behaviour
 - Violent crime, with a focus on domestic violence
 - Focus on the places where offences take place

- Building Reassurance and Confidence

In line with the Safer Communities Strategy, the initiatives also aim to reduce the fear of crime through greater engagement with citizens around community safety and involving them in the design and delivery of community safety initiatives.

- 3.4 The recommendations in the outline business case fit within the corporate change principles. In line with these principles, the enhancement of the strategy will deliver:

A new relationship with citizens

- Improved victim satisfaction through the use of restorative justice approaches.
- Improved public confidence with visibility of crime and ASB being tackled, through community-led schemes.
- Individual and community ownership of community safety in their local area.

A one public sector approach

- Reduced crime and anti social behaviour
- Reduction in re-offending levels due to multi agency offender management.

Relentless drive for efficiency

- More efficient multi-agency working: more visible and citizen centred community safety initiatives resulting in reduced customer contact.

4. RISK MANAGEMENT ISSUES

- 4.1 Risks associated with the delivery of this project are managed and reported in accordance with corporate risk and project management processes and will also be reported through existing democratic processes.
- 4.2 A risk assessment the proposed enhancements has been completed as part of the development of the Outline Business Case.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Council and all other organisations exercising public functions on its behalf are required under the Equality Act 2010, to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. 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.
- 5.2 As part of the implementation stage, the initiatives to enhance the Strategy must incorporate a well-designed insight, consultation and engagement programme, to identify and understand the varied needs of the diverse communities and user groups within the borough. Officers will ensure that consultation events and activities are established as required.

5.3 An initial equalities impact assessment (EIA) has been completed and is attached as Appendix 2. The EIA concludes that overall the initiatives to support the delivery of the Safer Communities Strategy would have positive equalities impacts by supporting vulnerable people and victims, reducing antisocial behaviour and the negative impact that this has on communities and improving community confidence in the partnership's ability to address the concerns of communities and individuals.

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

6.1 To date approved expenditure from the One Barnet Transformation Reserve of £149,000 has been allocated to develop the business cases for the projects.

New initiatives

6.2 The outline business case recommends four initiatives which will be piloted at relatively low cost, on a low risk basis initially.

6.3 The four initiatives outlined have been approved by the Safer Communities Partnership Board. The Safer Communities Partnership Board approved governance arrangements to implement the four initiatives and high level implementation plans in April 2013. The Safer Communities Partnership Board includes representation from statutory agencies.

6.4 The below table demonstrates the estimated combined annual financial impact of the initiatives for the Council and key local criminal justice agencies. The costs and efficiencies modelled across the programme are broken down by agency in the table below. The annual impact across the system has been modelled at a benefit of £572,210. While there are large savings to the Crown Prosecution Service (CPS), courts and prison services, which will not be cashable locally, the model also includes substantial savings to the Police and Probation services, both of which hold local budgets. The assumptions and costings for each initiative were approved by Police and Probation representatives on the Project Board.

Table 1: Breakdown of savings distribution (and initial costing profile)

All	Annual saving (£)	Annual operating cost (£)	Annual impact (£)	Set up costs (£)	Year 1 impact (£)
Police	(298,757)	98,400	(200,357)	18,100	(182,257)
CPS	(125,125)	0	(125,125)	£0	(125,125)
Probation	(163,727)	17,314	(146,413)	£0	(146,413)
Court	(192,192)	0	(192,192)	£0	(192,192)
Prison	(15,623)	£0	(15,623)	£0	(15,623)
Council	£0	107,500	107,500	109,217	216,717
Total	(795,424)	223,214	(572,210)	127,317	(444,893)

6.5 The Council's contribution for two initiatives (Neighbourhood Justice Panels and Conditional Cautions) will be met through the Mayor's Office of Policing and Crime (MOPAC) London Crime Prevention Fund, following a successful funding bid for the set up and two years operation for these initiatives.

- 6.6 The Community Coaches project did not meet the funding criteria for the London Crime Prevention Fund. Therefore, it is proposed that the set up and one year of operation for the project will be funded through the One Barnet Transformation Reserve.
- 6.7 The set up costs for the Integrated Offender Management project are staff costs which will be met through existing resource.
- 6.8 This below table summarises the costs (excluding those met through existing resource) and funding sources:

	Set up costs (£)	Annual Operating costs (£)	MOPAC funding* (£)	One Barnet Transformation Reserve - proposed (£)
Community Coaches	43,300	75,000	N/A	118,300
Neighbourhood Justice Panels	25,150	32,500	90,150	N/A
Conditional Cautions	29,100	0	29,100	N/A
Total	97,550	107,500	70,500	118,300

*includes set up costs and first two years of operation.

- 6.9 Whilst a significant annual cost has been modelled for the Council, this reflects the need for the council to invest to kick-start these initiatives given the budgetary constraints of other partners. The benefits modelled are based on small-scale pilots over a one year period. The intention is that these should be evaluated and then rolled out more widely based on initial learning. Wider roll-out will improve the cost benefit ratio delivered by these initiatives.
- 6.10 There is agreement from the Police and Barnet and Enfield Probation Trust that after the benefits of these initiatives have been proven costs will be apportioned in line with the benefits attributed to each agency.
- 6.11 The detailed workings for the cost benefit model which sit behind the Outline Business Case will need to be tested and strengthened by partners through the implementation of the pilot initiatives. Developing a model to accurately record costs and savings during the implementation stage will be essential to evaluating the success of the initiatives.
- 6.12 Procurements relating to the Community Coaches, Neighbourhood Justice Panels and Conditional Cautions initiatives will need to comply with the Contract Procedure Rules.
- 6.13 There are no staffing implications relating to the four proposed initiatives.

7. LEGAL ISSUES

- 7.1 Under s.6 of the Crime & Disorder Act 1998, the Council with other partner authorities (chief of police, fire & rescue authority, probation service, PCT and Local Health Board) has a duty to formulate and implement a strategy for the reduction of crime and disorder in its area (including anti-social behaviour adversely affecting the local environment), a strategy for combating the

misuse of drugs, alcohol and other substances in the area and a strategy for the reduction of re-offending in the area. Under s.17 of the above Act, it is also a duty of the Council (and other partner agencies, including police, fire & rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

- 7.2 The outline business cases will support the Council's strategy to reduce crime and disorder and anti-social behaviour and to reduce re-offending.
- 7.3 The Council will need to ensure compliance with Data Protection Act 1998 in relation to Information sharing.
- 7.4 The Council will also need to consider and comply with its Contract Procedure Rules.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 The council's constitution, in Part 3, Responsibility for Functions, paragraph 4.6 states the terms of reference of the Cabinet Resources Committee including "approval of schemes not in service plans but not outside the council's budget or policy framework".

9. BACKGROUND INFORMATION

- 9.1 The Safer Communities Strategy was ratified by the Safer Communities Partnership Board (SCPB) in September 2011 and Council in November 2011 covering a three year period until 2014.
- 9.2 Through chairing the Safer Communities Partnership the Council exerts strategic leadership, provides accountability to other agencies working in Barnet and is the driving agent of development in the system. Two outline business cases have been prepared which help the Council fulfil this role and will enhance delivery against the priorities set out in the Safer Communities Strategy 2011 – 2014.
- 9.3 The purpose of the project is to assist the Safer Communities Partnership in achieving the key outcome of the Strategy, a reduction in the level of crime and anti-social behaviour.
- 9.4 In June 2012, a Strategic Outline Case was approved by Cabinet Resources Committee which assessed the effectiveness of the work that is taking place to deliver the strategy, identified where short and medium term changes to the work plan could contribute to the delivery of the agreed strategy and considered how to extend the ambition of the strategy in the short and longer term.
- 9.5 The Strategic Outline Case set out four themes to be explored further:
 - Commissioning model
 - Enhanced Integrated Offender Management

- A Community based approach to dealing with anti social behaviour
- A new deal with citizens

9.3 Through the development of the Outline Business Case, these themes have been subject to further evaluation, using criteria agreed with local partners including representatives from the Council, Police, Probation and Public Health.

9.4 Based on this evaluation, the outline business case (attached as Appendix 1) proposes a package of four initiatives to tackle anti-social behaviour and crime, aiming to prevent and reduce offending through introducing appropriate interventions at different stages in the justice continuum from prevention through to release from prison.

9.5 The four recommended initiatives detailed in the Outline Business Case are:

1. Neighbourhood Justice Panels
2. Community Coaches (targeted at individuals with a risk of offending)
3. Extended use of conditional cautions (targeting alcohol related crime).
4. Enhanced Integrated Offender Management

9.6 The model is designed to deliver interventions at critical points of transition to deliver better outcomes and reduce demand on the system.

9.7 The successful implementation of the initiatives, including defining referral mechanisms, multi-agency protocols and recording of benefits will require the input of a number of Council services and partner agencies including the Police, Probation Trust, Barnet Homes and Public Health. Each of the relevant agencies has been involved in the development of the Outline Business Case and this will be further developed through implementation planning..

10. LIST OF BACKGROUND PAPERS

Appendix 1 - Outline Business Case for strategy enhancements

Cleared by Finance (Officer's initials)	Approved
Cleared by Legal (Officer's initials)	Approved