

**MEETING**

**BARNET PARTNERSHIP BOARD**

**DATE AND TIME**

**THURSDAY 23RD MAY, 2013**

**AT 8.30 AM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

**TO: MEMBERS OF BARNET PARTNERSHIP BOARD (Quorum 3)**

Chairman: Councillor Richard Cornelius, Leader of the Council

**Councillors**

Councillor Andrew Harper, LB Barnet	David Byrne, Barnet and Southgate College
Councillor Helena Hart, LB Barnet	Steve Knight, Middlesex University
Councillor David Longstaff, LB Barnet	Tom Nathan, Brent Cross Shopping Centre
Councillor Robert Rams, LB Barnet	Dr Sue Sumners, Barnet CCG
Councillor Daniel Thomas, LB Barnet	Chief Superintendent Adrian Usher, Metropolitan Police Barnet
	John Morton, Barnet CCG
	Jeanne Cantorna, Job Centre Plus
	Julie Pal, CommunityBarnet

**You are requested to attend the above meeting for which an agenda is attached.**

Commissioning Group contact:

Stephen Evans 020 8359 3021 [stephen.evans@barnet.gov.uk](mailto:stephen.evans@barnet.gov.uk)

Media Relations contact: Sue Cocker 020 8359 7039

**COMMISSIONING GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	1 - 6
2.	Apologies for Absence	
3.	Introduction from the Leader of the Council (5 mins)	
4.	Forward work programme of Sub-Boards and recommendations for BPB involvement (40 mins)	7 - 24
5.	Spending Review 2013: The scale of the fiscal challenge and the impact on Barnet – presentation & discussion (45 mins)	
6.	Barnet bid to DCLG 'Local Public Transformation Network' – coordinating the local 'employment offer' (15 mins)	25 - 28
7.	AOB	

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**BARNET PARTNERSHIP BOARD**

**MINUTES OF MEETING HELD ON 8 NOVEMBER 2012 AT 8.30AM AT THE TOWN HALL, HENDON**

**BOARD MEMBERS PRESENT:**

Cllr Richard Cornelius (Chairman)	Leader of the Council
Cllr Helena Hart	Cabinet Member for Public Health
Cllr David Longstaff	Cabinet Member for Safety and Resident Engagement
Cllr Andrew Harper	Cabinet Member for Education Schools and Families
Ch Supt Adrian Usher	Metropolitan Police Borough Commander
Steve Knight	Deputy Vice-Chancellor Middlesex University
Dr Sue Sumners	Chair, Barnet Clinical Commissioning Group
Julie Willoughby	District Manager, JobCentre Plus

**ALSO PRESENT:**

Denise Murphy	Interim Chief Executive, Community Barnet
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**LBB OFFICERS:**

Julie Taylor	Assistant Chief Executive
Stephen Evans	Assistant Director, Policy and Strategy
Stephen McDonald	Interim Lead Commissioner, Enterprise and Regeneration
Andrew Nathan (Minutes)	Chief Executive's Service

In the absence of Councillor Cornelius at the start of the meeting, Councillor Harper took the chair.

**1 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting of the Board held on 24 May were agreed as a correct record.

**2 APOLOGIES FOR ABSENCE**

Apologies for absence were received from the following:

Cllr Daniel Thomas	Deputy Leader of the Council
Cllr Robert Rams	Cabinet Member for Customer Access and Partnerships
David Byrne	Principal, Barnet and Southgate College
Tom Nathan	General Manager, Brent Cross Shopping Centre
Ceri Jacob	NHS North Central London Acting Borough Director
Nick Walkley	Chief Executive, LBB
Andrew Travers	Deputy Chief executive, LBB

**3 UPDATE FROM PARTNERS ON STRATEGIC PRIORITIES**

## **London Borough of Barnet**

Julie Taylor reported that the Council was now in advanced dialogue with shortlisted suppliers on two major contracts upon which Cabinet would shortly be making a decision. The New Support and Customer Services Organisation contract would start from 1 April 2013 and would present opportunities for partnership through a single offer to partners on customer services. The Development and Regulatory Services contract would start in May 2013 and would play a major role in the regeneration and growth issues discussed elsewhere on the agenda.

Councillor Harper reported that Cabinet had agreed that waste, recycling and street scene services were to be brought together as a transformed in house service.

Ms Taylor further reported that the Council was concluding its senior management review as part of developing a new 'Commissioning Council' model, constituting a Commissioning Group, a Delivery Group and an Assurance Group. Once all top level appointments had been confirmed, she would send details to all partners.

**ACTION; Julie Taylor/Andrew Nathan**

Andrew Travers' appointment as Interim Chief Executive on Nick Walkley's departure had been agreed by the Chief Officers Appointment Panel. Ms Taylor confirmed that in future Andrew Travers would attend as Chief Executive, but on this occasion he had a prior commitment in East Sussex. She outlined that he would be giving considerable personal attention to the growth and regeneration agenda, as a priority for the next eighteen months, and he would therefore be expecting to make some time to see key partners individually in January.

## **Middlesex University**

Steve Knight reported on changes in the University including a rebranding, a reorganisation to reduce support costs by centralising professional support, and the further transfers from Trent Park and Archway to the Hendon Campus which by 2013 would host 95% of the University's provision. Student numbers following the imposition of tuition fees had been affected less than at most universities.

He reported that the University were still in the process of trying to create a student village at Colindale and also emphasised the need for a greater supply of light industrial and office space. The Leader of the Council highlighted that proposals for greater retention of business rates would assist in this.

## **JobCentre Plus**

Julie Willoughby was welcomed to her first meeting as District Operations Manager and it was noted that a new District Manager Paul McKeown had been appointed. Her current challenge was to engage with those who would be affected by the Benefits Cap, for whom additional support in areas such as money advice and job searching was being rolled out, as well as other welfare reforms including changes to the social fund, preparations for Universal Credit and rolling out a new Universal Job Match Service which would include equipping JobCentres with internet access for customers to search for jobs.

The synergies with the Council's own welfare reform agenda, specifically the changes to Council Tax benefit were noted.

Dr Sue Sumners reported that many of those affected by welfare changes were presenting to GPs (as well as to voluntary sector agencies), and it was agreed that as far as possible JCP should share data with the Clinical Commissioning Group and discuss how GPs be collectively engaged in helping people to manage change. This could be done on a neighbourhood basis depending on the geographical pattern of those affected.

**ACTION: Julie Willoughby/Dr Sue Sumners**

### **Community Barnet**

Denise Murphy reported that Community Barnet were scheduled to appoint a new Chief Executive on 28 November. Current priorities included improving communication with the Council and CCG and increasing the influence of network Chairs, and promoting the development of partnerships and consortia.

### **Barnet Clinical Commissioning Group (CCG)**

Dr Sumners reported that the CCG was going through its authorisation process, and that its new Chief Officer was taking up post. They had made an encouraging start in co-operating with the Council, 3<sup>rd</sup> Sector and NHS providers to identify issues, and she highlighted that two such, frail elderly and paediatrics, were very relevant to the Borough's changing population profile.

They were also having an input into current changes among acute providers, specifically the Barnet Enfield and Haringey Clinical Strategy and the Barnet and Chase Farm approaching the Royal Free to partner as a single Foundation Trust.

The **Police** update was covered by the Borough Commander at item 7.

## **4 REGENERATION SCHEMES- UPDATE**

Stephen McDonald delivered a presentation on progress with each of the large scale regeneration schemes in Barnet, highlighting key facts and current issues with each of the five major schemes, as well as updating on significant recent progress, for example the signing of a Principal Development Agreement for the redevelopment of Dollis Valley and additional funding being secured for Grahame Park.

He stressed how the housing schemes were intended to stimulate mixed tenure communities, and the extent of growth, for example Colindale (including Grahame Park) would see an increase in population equivalent to a town the size of Canterbury.

It was agreed the significance of these changes could not be underestimated and that partners should disseminate the issues further. Mr McDonald offered to deliver the presentation to any management teams to assist.

The Leader of the Council also highlighted that successful regeneration depended on other partners, for example TfL investment in the Northern Line infrastructure to increase capacity.

**ACTION; Stephen McDonald**

Dr Sumners confirmed the CCG's support for this agenda, highlighting the differential of over seven years life expectancy between the Borough's most affluent and deprived wards.

## **5 GROWTH STRATEGY FOR BARNET**

Councillor Harper and Stephen Evans introduced a paper, outlining the Council's forward looking growth strategy which had been agreed by Cabinet alongside the budget and Medium Term Financial Strategy. This set out the Council's focus on economic growth as a means of mitigating the challenges of continued austerity and how the Council would work with partners to create the environment for growth in the Borough.

Mr Evans reported that there would now be greater financial incentives to go for growth- such as the New Homes Bonus or Business Rate retention, and that HM Treasury was increasingly interested in a dialogue with authorities such as Barnet. The Council had a major role in supporting local infrastructure in its broadest sense through ensuring an attractive street scene, enhancing Town Centres and working with the vulnerable people who were in most need of support and assistance to share in the Borough's overall success.

It was agreed that partners consider their support for this agenda through responding formally to the Council's business plan that was about to go out to formal consultation and Mr Nathan agreed to circulate links to the consultation.

**ACTION: All Partners/Andrew Nathan**

## **6 SUPPORTING SKILLS AND EMPLOYMENT IN BARNET WITH A FOCUS ON YOUNG PEOPLE NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET)**

A report was circulated with the papers summarising progress with the Platforms Programme, developed by the Council and partners to provide a package of support for young people who are NEET covering apprenticeships, internships, employability and enterprise support. A Barnet Apprenticeship Training Agency was being created.

Over 300 workplace opportunities had been created, which the Board noted and welcomed. Mr Evans highlighted that this had been designed as a time limited, targeted scheme and the next challenge was to sustain this level of engagement by embedding into mainstream services.

Ms Willoughby reported that Job Centre Plus would shortly be launching a new programme of 'day 1 support' for young people which would provide 13 weeks of work experience as well as some job search.

Councillor Harper stressed the importance of ensuring the supply of labour met the expressed needs of businesses and it was noted the Council was aiming to improve engagement, specifically with small business. Mr. Knight stressed the emphasis the University placed on employability and ensuring its graduates had the right mix of skills to become employable.

## **7 CHANGES TO POLICING MODEL IN BARNET**

Ch Supt Adrian Usher outlined a new policing model being rolled out by the Metropolitan Police in which resources would be restructured into a number of teams including enhanced neighbourhood policing teams: these would build on existing Safer Neighbourhood teams in working with local communities and solving problems but with enhanced powers including investigation, stop and search and arrest. This was welcomed by Councillors present who emphasised the value of SNTs in providing an accessible presence in the community,

Further details were still being finalised and expected on December 11<sup>th</sup>, and he would communicate these with partners when received. The Council agreed to help disseminate through their own channels.

Ch Supt Usher reported that burglary was the police's current priority, as the recent decrease had not been sustained and work was taking place to interrupt criminal networks and deal with particular communities disproportionately responsible for the increase. The Board acknowledged the significance of this work, highlighting that if unchecked burglary could affect community confidence and indirectly the Borough's successful growth.

He further reported that a new Custody Suite was reopening at Colindale Police Station on 3<sup>rd</sup> December which would improve offender management services, and that he was holding a Community Crimefighters meeting in late November as a way for the Police both to be held to account by the community, but also identifying where the community could do more, e.g. through Neighbourhood Watches or more volunteering to become Special Constables.

## **8 DATES OF FUTURE MEETINGS**

23<sup>RD</sup> May 2013

7<sup>TH</sup> November 2013

At 8.30am at the Town Hall.

The meeting ended at 10.17 am.

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**ITEM NO:**

Forward work programme of the Health & Wellbeing Board (H&WBB) and recommendations for the Barnet Partnership Board's (BPB) involvement

**REPORT OF:**

Cabinet Member for Public Health

**SUMMARY AND PURPOSE OF REPORT:**

This report provides a status update on the H&WBB, presenting its priorities for the coming year, and the major challenges it faces to delivering these.

**INPUT REQUESTED FROM BARNET PARTNERSHIP BOARD:**

Members of the Board are asked to consider the BPB's role in assessing:

- The performance of the H&WBB;
- How the BPB can provide effective oversight across the three sub-boards;
- How the BPB will engage with the public health team to ensure that full health impact assessments are completed for new growth/ regeneration schemes;
- The scope for Community Budgets to be used to support health and social care integration, as per the Tri-Borough Community Budget pilot; and
- How the BPB can support the new public health team, by promoting schemes such as 'Barnet's Healthy Workplace month' initiative.

**CONTACT FOR FURTHER INFORMATION:**

Claire Mundle, Policy Unit, Commissioning Group

**National Context**

1. The Health and Social Care Act (2012) requires every upper tier local authority to establish a statutory Health and Wellbeing Board (H&WBB). Barnet's H&WBB took on its full powers in April 2013.
2. Statutory H&WBB's have a remit to:
  - **Strengthen joint working between the NHS and local government;** bringing together local councillors and health and social care partners to assess population needs (underpinned by the Joint Strategic Needs Assessment);
  - **Promote integrated health and care services;** guided by a jointly developed Health and Wellbeing Strategy (HWBS) that prioritises local action to address health and local service needs;
  - **Increase accountability** in local decision-making, facilitating greater patient and public involvement through the membership of Healthwatch and local councillors on the Board.

3. The terms of reference for the Board are set out in Appendix A. The membership of the Board is set out in Appendix B.

### **Local context**

4. The challenges of austerity will continue. Barnet Council received a 26% reduction in central government funding over the 2011-15 period, whilst Barnet CCG is financially challenged and required to deliver a recovery plan to address a significant underlying deficit. The economic challenge will be exacerbated by the prospect of similar local authority funding cuts over the 2015-19 period, coupled with a projected 5.5% population growth among the young and elderly by 2016, leading to increased demand for children's and adult social care services.
5. Whilst Barnet's population generally has better health outcomes than the England average, mortality rates from heart disease, stroke, cancer and respiratory diseases remain key challenges for the health system. The estimated level of physical activity amongst both adults and children in Barnet is also worse than the England average.
6. There are also marked health inequalities, particularly in the western areas of Colindale, West Hendon and Burnt Oak. These are the locations of large-scale regeneration projects which to seek to address some of these differences. The level of child poverty in Barnet is also slightly higher than the England average.
7. The health and social care system needs to change to respond to these challenges, and to the significant financial pressures facing public services. As set out in Barnet's Health and Well Being Strategy (HWBS), services need to shift their focus towards prevention, wellness and independence in order to help people live healthier lives, and to adapt to this prolonged period of austerity.
8. Barnet's H&WBB will provide the leadership to ensure that services achieve these objectives by working together more efficiently and effectively. The deployment of the ring-fenced public health grant will be used to support delivery of the HWBS.

### **Barnet's Health and Wellbeing Board: Priorities / work programme**

9. The Board had its first meeting in shadow form in May 2011. Ahead of 'going live' with full powers in April 2013, the Board has focused on developing its vision and strategic objectives. The HWBS was agreed in October 2012, and is now being used by the CCG (Clinical Commissioning Group) in its own strategic plans. The Board has also made progress at embedding evidenced-based discussions about public health into its business (on issues such as sports and physical activity/ childhood obesity) – providing members with a richer sense of what works in public health interventions.
10. The Board will seek to demonstrate leadership and add value to existing programmes of work throughout 2013. It has already promoted better and safe care for less through integrated care closer to home by agreeing and supporting the delivery of the CCG's commissioning plan and integrated commissioning priorities for health and social care.

11. The Board will also be focused on improving the health and well-being of Barnet's residents in 2013. It aims to develop collective action to reduce avoidable disease caused by unhealthy lifestyles, reduce childhood obesity, support in early years (before birth and after birth), and to reshape our leisure services.
12. The Board will also maintain oversight of the development and integration of the local authority's role for public health. The Board is keen to ensure that public health tools, such as health impact assessment (an approach that ensures decision making at all levels considers the potential impacts of decisions on health and health inequalities) are embedded into the commissioning cycle of all programmes, particularly in growth and regeneration programmes in 2013.
13. The shared Barnet & Harrow public health team is currently developing a programme of activities to raise its profile in the council, including a 'Healthy Workplace month' at North London Business Park throughout June 2013, which the Board is promoting to partners (See Appendix C).

### **Barnet's Health and Wellbeing Board: Key Challenges**

14. The HWBS sets out measures for success; however a detailed performance monitoring framework has not yet been fully developed. A policy officer post has been recruited to, to support the development and management of this in conjunction with public health.
15. The Board has a number of resources in place (financial and non-financial) to lead a number of joint commissioning projects across the borough. The Board continues to review its work plan to ensure that it is established firmly within the commissioning agenda, thereby avoiding being seen as a peripheral 'talking shop'.
16. The Board also needs to maintain operational links with the Children's Trust Board and the Safer Communities Board to ensure it does not duplicate work. The Cabinet Member for Education, Children and Families who chairs the Children's Trust Board is also a key member of the H&WBB.
17. The Board will be working in the context of far-reaching organisational change and highly challenging financial circumstances. In particular, the challenged financial position of Barnet CCG, and the political acceptability regarding the changes that need to be made to the local health economy (namely the Barnet & Chase Farm hospital estate), will require the Board to work sensitively and innovatively to achieve its objectives. Maintaining momentum at a time of rapid changes in personnel and organisational structures will be a key challenge.
18. Establishing the right governance model for deeper health and social care integration will be challenging for the Board when there is so much risk in the system. The health system has recently become more complex, and many new relationships will have to be built and maintained in order to be successful with future integration projects.
19. Adult social care reform and investment in early intervention and prevention will be challenging for the Board to operationalise in the context of significant cuts.

The Board will need to think innovatively about the ways it can contribute to these agendas within this period of austerity.

### **Role of Barnet Partnership Board**

- 20. As the Council's Local Strategic Partnership, it is recommended that the BPB plays a key role in the governance of the H&WBB. The BPB is asked to ensure that performance against delivery of the HWBS is on track, and to review the effectiveness of the H&WBB at regular intervals, based on national peer review tools produced by the Local Government Association.**
- 21. It is recommended that the BPB has a key role to play in identifying opportunities for partnership working across the three sub-boards, and for helping ensure there is no duplication between their work programmes. The BPB can support the work of the H&WBB by making sure that health and wellbeing considerations are looked at throughout its work, with a strong understanding of the impact of the wider determinants of health. For example, there are links that should be made between the BPB's work on Community Safety and the impact on mental well-being / drug and alcohol / sexual health issues.**
- 22. It is recommended that the BPB make sure that full health impact assessments are carried out in the Borough's growth and regeneration programmes, supported by the public health team as necessary.**
- 23. It is recommended that the BPB also ensures that it considers the scope of Community Budgets to support health and social care integration, as per the Tri-Borough Community Budget Pilot.**
- 24. It is recommended that the BPB seeks to support the move of public health into the local authority by promoting Barnet's healthy workplace month to their networks.**

## **Appendix A: Proposed Revised Terms of Reference (agreed in April 2013 by the H&WBB)**

1. To jointly assess the health and social care needs of the population with NHS commissioners, and apply the findings of a Barnet joint strategic needs assessment (JSNA) to all relevant strategies and policies.
2. To agree a Health and Well-Being Strategy for Barnet taking into account the findings of the JSNA and performance manage its implementation to ensure that improved outcomes are being delivered.
3. On behalf of the Barnet Partnership Board, to be the lead partnership body for health and social care matters in the borough as identified in the Sustainable Community Strategy and other Barnet policies and programmes.
4. To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to improve their own physical, mental and social well-being. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; and Section 75 partnership agreements between the NHS and the Council.
5. To consider all relevant commissioning strategies from the CCG and the NHS Commissioning Board and its regional structures to ensure that they are in accordance with the JSNA and the HWBS and refer them back for reconsideration
6. To receive assurance from all relevant commissioners and providers on matters relating to the quality and safety of services for users and patients
7. To directly address health inequalities through its strategies and have a specific responsibility for regeneration and development as they relate to health and care. To champion the commissioning of services and activities across the range of responsibilities of all partners in order to achieve this.
8. To promote partnership and, as appropriate, integration, across all necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health.
9. To support joint commissioning of services and the use of pooled budgets, where appropriate, to enable the more efficient use of resources. As and when they are introduced, to manage and allocate a 'community budget' for health and care.
10. To oversee and give direction to the work of the Financial Planning Group
11. To receive reports and recommendations from the Summit meetings between the HWBB and all the Partnership Boards that report to it
12. To receive the Annual Report of the Director of Public Health and commission and oversee further work that will improve public health outcomes

## **Appendix B: Health and Wellbeing Board Membership**

The Board membership is currently constituted as:

- Cabinet Member for Public Health
- Cabinet Member for Adults
- Cabinet Member for Education, Children and Families
- Director of Public Health, Barnet and Harrow
- Director for People (Interim Director for Children's Service)
- Director of Adults and Communities
- Barnet Clinical Commissioning Group- Board members x 3
- Barnet Clinical Commissioning Group- Chief Officer
- Barnet Healthwatch representative

The Board has also agreed in principle to offer representation to NHS England pending detailed conversation about their role.

All Members of the HWB have also been asked to provide named Deputies to provide continuity.

**Appendix C: Barnet Council Healthy Workplace Month (June 2013) - Programme**

	<b>Date</b>	<b>Activities</b>	<b>Time &amp; Venue</b>
<b>Week 1</b> <b>Healthy Eating</b>	Mon 3 June	<p><b><u>Launch of the event</u></b></p> <ul style="list-style-type: none"> <li>• <u>Health Information stand</u> – from 9.00am</li> <li>• Distribution of pedometers for staff interested to sign the pledge for healthy walks during lunch time; 3K run on Wed 12 June, 5.00pm and the football competition on Sat 15 June, 11.00am – 12.30pm</li> <li>• Launch include: <ul style="list-style-type: none"> <li>- encourage staff to sign the pledge</li> <li>- information about the programme for the month</li> <li>- health information leaflets on healthy eating, physical activity, healthy heart, stop smoking, cancer prevention, men’s health, coping with stress, etc.</li> <li>- Booking for competitions/sessions</li> </ul> </li> <li>• Mini torch run (Kim Henderson)</li> </ul>	<p>12.00 – 1.30 pm</p> <p>Main lobby – Building 4</p> <p>12.30 – 1.00pm</p>
	Tue 4 June	<ul style="list-style-type: none"> <li>• Food safety information stand (Pat Enti)</li> <li>• Exercise tester session on yoga, pilates, tai chi (session run by Tracey Copping)</li> </ul>	<p>12.00 am – 1.00 pm Conference Room 2</p> <p>5.00 – 6.00 pm Conference Room 2</p>
	Wed 5 June	<ul style="list-style-type: none"> <li>• Information stand on healthy eating, hydration, diabetes, healthy heart, cancer prevention, obesity, interactive quiz, etc.</li> <li>• Smoothy bike.</li> <li>• Support session on Relaxation (session run by Jasvinder Perihar)</li> <li>• Instructor lead healthy walk – Kim Lambden</li> <li>• Healthy eating options with calories counting meals offered every</li> </ul>	<p>12.00 am – 1.30 pm Conference Room 1</p> <p>12.00 – 2.00pm (Atrium)</p> <p>12.00 – 12.30pm Pine Room</p> <p>12.00 – 12.30pm</p>

		Wednesday in the Atrium	
<b>Week 2</b> <b>Physical Activity</b>	Mon 10 June	<ul style="list-style-type: none"> <li>Health MOT (dietician available to give advice on healthy eating) and information stand on PA, healthy eating, diabetes, SS, cancer prevention, etc., distribute a simple questionnaire to identify physical activity behaviour with a prize reward for the winner e.g. free membership to local gym</li> <li>30 min tester exercise sessions on body balance (yoga, pilates, tai chi) and 30 min on fitness – Session run by Fiona Atkinson</li> <li>Instructor lead healthy walk - KL</li> </ul>	10.00am – 2.00pm Conference room 1  12.00 – 12.30pm (1 <sup>st</sup> Session) 12.30 – 1.00pm (2 <sup>nd</sup> session) Training Room 5  12.00 – 12.30pm
	Tue 11 June	<ul style="list-style-type: none"> <li>Exercise tester session on ‘Legs, bums, tum’ (session run by Tracey Copping)</li> </ul>	5.00 – 6.00 pm Training Room 5
	Wed 12 June	<ul style="list-style-type: none"> <li>Support session on Relaxation (session run by Jasvinder Perihar)</li> <li>Instructor lead healthy walk - KL</li> <li>Exercise mini tester sessions on boxing, kick boxing, martial arts - FA</li> <li>Mini tester session on body balance (yoga, pilates, tai chi) – Fiona Atkinson</li> <li>3k run – Lead Jane Hudson (meeting point – outside reception Building 2)</li> </ul>	12.00 – 12.30pm Training Room 1  12.00 - 12.30pm  12.00 - 12.30pm Training Room 3  12.30 – 1.00pm Training Room 3  5.00 – 6.00pm
	Thur 13 June	<ul style="list-style-type: none"> <li>Health MOT – Mill Hill Depot + Health information stand including stop smoking</li> </ul>	9.00am – 2.00pm Mill Hill Depot Building 14
	Saturday 15 June	<ul style="list-style-type: none"> <li>Football match competition</li> </ul>	11.00am – 12.30pm Barnet Playing Fields
<b>Week 3</b> <b>Stop Smoking</b>	Wed 19 June	<ul style="list-style-type: none"> <li>Support session on Relaxation (session run by Jasvinder Perihar)</li> <li>30 min Exercise tester sessions on body balance (yoga, pilates, tai chi)</li> </ul>	12.00 – 12.30 pm Training Room 5  12.00 –

		and 30 min on fitness – Fiona Atkinson	12.30pm (1 <sup>st</sup> session) 12.30 – 1.00pm (2 <sup>nd</sup> session) Central Room – Building 4
	Thur 20 June	<ul style="list-style-type: none"> <li>Smoking Cessation advisor session (staff to book in advance) &amp; information stand on stop smoking and healthy lifestyle</li> <li>Instructor lead healthy walk - KL</li> </ul>	10.00 – 2.00pm Boardroom, 1 <sup>st</sup> Floor, Building 2  12.00 - 12.30pm
<b>Week 4</b>	Mon 24 June	<ul style="list-style-type: none"> <li>Health MOT + health information stand</li> <li>Instructor lead healthy walk - KL</li> </ul>	10.00 – 2.00pm Conference room 1, Building 2  12.00 - 12.30pm
<b>Mental Well Being</b>	Tue 25 June	<ul style="list-style-type: none"> <li>Information stand on mental well being i.e. work related stress, reducing anxiety/depression, building self esteem, assertiveness, motivation, stress questionnaire, etc.</li> <li>30 mins - Exercise tester sessions – body balance (yoga, pilates, tai chi) and 30 min on body combat (boxing, kick boxing, martial arts) - Lynn</li> </ul>	12.00 – 2.00pm Training Room 4  12.00 – 12.30pm (1 <sup>st</sup> session) 12.30 – 1.00pm (2 <sup>nd</sup> session)  Holly Room – Building 4
	Wed 26 June	<ul style="list-style-type: none"> <li>Stress relief – supporting session (run by Maria Goldsmith)</li> </ul>	12.00 – 12.30pm & 12.30 – 1.00pm Training Room 5
	Wed 26 June	<ul style="list-style-type: none"> <li>Support session on Relaxation (session run by Jasvinder Perihar)</li> <li>Exercise tester session – Salsa, Zumba &amp; core conditioning followed by stretching class</li> </ul>	12.00 – 12.30pm Atlas Room – Building 4  12.00 – 12.30pm (1 <sup>st</sup> session) 12.30 – 1.00pm (2 <sup>nd</sup> session) Conference Room 3

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**ITEM NO: 2****REPORT OF:** Cabinet Member for Safety and Resident Engagement**SUMMARY AND PURPOSE OF REPORT:**

To update the Barnet Partnership Board (BPB) on the work and priorities of the Safer Communities Partnership Board (SCP) and recommend how the BPB can play a role in meeting the challenges faced by SCP.

**BACKGROUND**

- Barnet has lower levels of crime and a higher level of community cohesion relative to the rest of London. Nonetheless, the impact of criminal and nuisance behaviour matters to residents, who consistently place burglary and anti-social behaviour high on their list of concerns.
- In the 10 years between 2000 and 2010, total crime in Barnet fell by 22%. However, while crimes such as violent crime and vehicle crime have seen sharp falls, we have also seen an increase in domestic burglary and this type of crime remains a concern to residents.
- Criminal Justice agencies such as Police, Probation, Youth Offending Service and the Courts work closely with other partnership agencies to intervene early and to tackle the drivers behind offending and nuisance behaviour including sustainable housing, employment/skills development, financial management, substance misuse and mental health.
- The partnership recently adopted a Violence Against Women and Girls (VAWG) strategy incorporating previously stated aims to tackle domestic violence. It is estimated that responding to domestic violence alone costs the borough £38 million per year. If we can respond to VAWG early and prevent it occurring we can make significant savings and, more importantly, reduce the harm it causes victims, their families and the wider community
- A number of developments intended to support the ongoing work of the partnership in delivering our strategic priorities are planned, including enhancements to Integrated Offender Management, extended use of Conditional Cautioning, expansion of Community Coaching, the introduction of Neighbourhood Justice Panels and the development of our CCTV system

**INPUT REQUESTED FROM BARNET PARTNERSHIP BOARD:****Members of the BPB are asked to:**

- **Recognise that tackling crime & ASB is not solely the remit of criminal justice agencies and as such, look at ways in which their own organisation can support the prevention of crime, identify those at risk of offending and intervene at the earliest stage, tackling the needs & issues that often drive offending behaviour and the barriers that make it more difficult for some individuals to stop offending**
- **Identify opportunities for effective joint-working and provide continued support to multi-agency teams/forums providing the borough's response in managing offenders, dealing with ASB & Hate Crime and reducing instances of violence against women and girls.**
- **Identify opportunities for fully-integrated funding and joint-commissioning of services that impact across a range of service areas, recognising the**

**links and co-dependencies across Safer Communities, Children's Services and Health & Wellbeing**

- **Provide Community Leadership in respect of reducing crime and ASB, the fear of crime and ASB and in building strong local communities**
- **Assist in the establishment of better links with community and private sector organisations that are well-placed to deliver on safer communities priorities and plans (e.g. peer mentoring, resettlement of ex-offenders, employment opportunities for ex-offenders/young people at risk etc)**

**CONTACT FOR FURTHER INFORMATION:**

Michael Kelly, Adults and Communities

**Detail: Current Performance against our strategic priorities:**

1. With 0.07 crimes per head of population, Barnet is the 9<sup>th</sup> safest borough in London. Agencies work in partnership to deliver on targeted early intervention, enforcement, supported desistance and victim support based on shared intelligence and a victim/offender/location model.

2. Overall, crime and anti-social behaviour in Barnet has been on the decrease and the borough is performing well against most of its stated priorities:

- Property crime with focus on burglary – there were 3,386 domestic burglaries in Barnet in 2012/13. This represents a fall from the 2011/12 figure of 3,397 though is an increase on the 2010/11 baseline of 3,362.
- ASB – while overall perception of ASB as a problem has remained at 24% there have been reductions in 7 of the 8 measured ASB types with only rubbish/litter having increased in 2012/13.
- Violent crime with a special focus on domestic violence – overall incidences of violent crime fell from 1525 in 2011/12 to 1425 in 2012/13. Incidences of DV rose from 442 to 512 over the same period. There has been a reduction in the number of repeat incidences of DV.
- Integrated Offender Management – based on the Home Office crime types there has been a reduction in the number of offences committed by those on the IOM programme, particularly amongst non-statutory offenders (those who are sentenced to less than 12 months and have no statutory supervision upon release from custody). Statutory clients have a 46% reoffending rate compared to a national average of 55% and non-statutory offenders are at 36% against a 58% national rate.
- Early Intervention - the intensive family intervention programme has gone from a baseline of 9 families in 2010/11 to 386 currently, well in excess of its stated target

**Work in Barnet to reduce crime and anti-social behaviour**

3. A wide range of partnership activities are undertaken to ensure continued reduction in crime and ASB with resources focussed on those areas that cause the most harm and present the greatest risk to individuals or communities:

- Targeted enforcement of repeat offenders
- Intelligence-led crime prevention campaigns for identified hotspots and individually-tailored advice for first time and repeat victims

- Covert and high-visibility enforcement operations
- Work with council agencies, health, police safer neighbourhood teams, community payback and communities themselves to tackle street drinking, ASB and nuisance behaviour (including graffiti, fly posting, fly tipping) to ensure the borough is kept clean and safe
- Delivery of safe and effective interventions to survivors of DV and the targeting of repeat perpetrators
- Problem-solving and multi-agency panel meetings for high risk, high harm cases
- Established links with the family intervention teams and the Multi-agency Safeguarding Hub for those who are most vulnerable
- A co-located, partnership IOM team targeting priority offenders and ensuring supported compliance and effective enforcement
- Designing out crime in alignment with the borough's regeneration plans

#### **Planned enhancements for 2013/14**

**4. MOPAC Funding/Community Safety Innovations** – The borough recently had funding confirmed from the Mayor's Office for Policing and Crime to:

- Deliver substance misuse interventions for both young people and adults in criminal justice settings;
- Improve links with mental health and the transition from custody to community for IOM clients and expand the caseload from 95 to 200;
- Develop Neighbourhood Restorative Justice panels;
- Widen the existing use of Conditional Cautioning in Barnet
- Further develop both the Safer Homes scheme and Neighbourhood Watch.

N.B. Consideration is also being given to the extended use of Community Coaches to provide early interventions and support for those identified as at risk of becoming involved in crime. These coaches will be volunteers from the community trained to mentor and provide additional support to identified individuals.

**5. CCTV** – In April, the Council's Cabinet Resources Committee ratified a recommendation to externalise delivery of CCTV (both the technical platform and the service itself). This will deliver a more flexible and up-to-date service that will enhance the borough's ability to identify, catch and convict offenders.

#### **Challenges**

**6. Financial** – Reductions in funding across partner agencies further underlines the need to better pool resources and deliver best value for money via a partnership approach.

**7. Human Resource** – We need to ensure available resource at a local level to deliver on our identified priorities. The outcomes and benefits derived from the MOPAC interventions will need to be tracked to allow for consideration of the establishment of a community budget type arrangement for community safety.

#### **The Safer Communities Strategy 2011-14**

[http://www.barnet.gov.uk/info/870/community\\_safety/170/community\\_safety](http://www.barnet.gov.uk/info/870/community_safety/170/community_safety)

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**ITEM NO: 2****REPORT OF:** Cabinet Member for Education, Children and Families**SUMMARY AND PURPOSE OF REPORT:** To update the Barnet Partnership Board (BPB) on the work and priorities of the Children's Trust Board (CTB) and recommend how the BPB can play a role in meeting the challenges faced by CTB.**INPUT REQUESTED FROM BARNET PARTNERSHIP BOARD:** Give consideration to the issues outlined in this paper and suggest areas of joint working to meet the needs of the CTB and BPB. In particular:

- BPB is asked to disseminate learning from the CTB's experiences of taking a **Community Budgets/Whole Place** approach to service provision, and to give consideration to other areas of high cost, low volume spend across the partnership where a similar approach could be taken to overcome some of the challenges we collectively face, through the agreement of shared outcomes and pooling resources.
- The Executive Management Group (EMG), which reports into the CTB, will need to be equipped with sufficient data and performance analysis by all partners in a timely manner, for example to evidence progress against the Children and Young People Plan (CYPP) objectives. BPB is asked to reinforce the importance of partners committing to ensuring regular attendance and providing timely performance information.
- There is a role for the BPB to play in ensuring that the work of the CTB is **integrated with the work of other key boards**, including the Health and Wellbeing Board and Community Safety Board.

**CONTACT FOR FURTHER INFORMATION:** Heather Storey,  
[Heather.Storey@Barnet.gov.uk](mailto:Heather.Storey@Barnet.gov.uk) (020 8359 3057)**Detail:**

The Children's Trust Board (CTB) provides inter-agency governance to ensure that partners in Barnet are working effectively together to improve the wellbeing of children and young people.

**I. General responsibilities and functions**

1. The Children's Trust Board is responsible for the following:

- To develop and promote a local vision – set out in the Children and Young People Plan (CYPP) – to drive improved outcomes for local children, young people and their families.
- To serve as the strategic forum for brokering agreement of plans and priorities. This includes providing a strategic framework within which partners may commission services in a coordinated way using either joint or aligned budgets. The membership of the CTB is comprised of significant budget holders, and so the potential for added value through joint commissioning is great.
- To oversee development, delivery and reviewing of the CYPP as a strategic three year vision.
- To oversee progress in relation to the pooling of resources and funding through a 'Community Budgets' model.
- To champion the objectives of the CYPP and ensure relevant activities within the plan are implemented by their respective organisations.

2. Responsibilities cover the needs of all children and young people in Barnet under the age of 19, young people aged 20 and over leaving care, and young people up to the age of 25 with disabilities and/or learning difficulties. These responsibilities include effective transition arrangements, where necessary.

## II. Structure and Governance

### Membership

3. Membership of the CTB is set out in the attached Appendix. The Board is chaired by the Council's Cabinet Member for Education, Children and Families. Members are able to delegate a deputy of suitable authority if they are unable to attend, by agreement with the chairman.

### Executive Management Group

4. The CTB has an Executive Management Group (EMG) to ensure its plans are delivered. This group is responsible for monitoring performance against the CYPP and for overseeing the development of the annually updated Action Plan, through scrutinising regular reports submitted by member organisations. EMG draws its members from organisations represented on the CTB and meets every two months.

## III. Vision

5. The vision of the CTB is articulated in the CYPP:

***'All children and young people in Barnet should achieve the best possible outcomes, to enable them to become successful adults, especially our most vulnerable children. They should be supported by high quality, integrated and inclusive services that identify additional support needs early, are accessible, responsive and affordable for the individual child and their family.'***

## IV. Current Priorities

6. The CTB will focus on the whole 'journey' of the child with the overarching, cross cutting priorities of Early Intervention and Prevention, Keeping Children and Young People Safe and Targeting Resources to Narrow the Gap.

7. The CTB's priorities are set for three years in accordance with the CYPP, which has just been developed for 2013-16 and was approved by Cabinet on 18 April 2013. <http://barnet.moderngov.co.uk/documents/g6752/Public%20reports%20pack%2018th-Apr-2013%2019.00%20Cabinet.pdf?T=10>

8. Current priorities are:

- Early Years: Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment.
- Primary: Childhood in Barnet is safe and fun, with lots of opportunities to grow and develop through education, leisure and play.
- Secondary: Children and young people feel supported to achieve and engage, while developing their identities and resilience.
- Preparation for Adulthood: Young people are ambitious for their futures and contribute positively to society.
- Early intervention and prevention: Intervening early improves outcomes for children, young people and families, enabling them to thrive.

- Keeping children safe: Children and young people are safe in their homes, schools and around the borough, with an ability to develop healthy relationships with others.
- Targeted, personalised support for those most at risk of not achieving their potential, helping to reduce inequalities.

### Participation

9. It is important to the CTB that the participation of Children and Young People is supported by the Partnership and as such, each meeting includes a 30 minute section where children and young people encountering particular issues present their experiences. For example, previous meetings have included presentations from students at Barnet and Southgate College, young people facing homelessness and young parents.

### Community Budgets/Troubled Families

10. The CTB champions the 'Community Budgets' approach to pooling resources to achieved shared outcomes. This is the approach the council is taking, with partners, to deliver its support as part of the 'Troubled Families' programme and this approach is scrutinised by the partnership.

## **V. Latest Developments and Challenges**

- **Safeguarding** remains a key priority of the CTB. During 2013/14 a new joint framework for a multi-agency inspection of services for the protection of children in local authority areas is due to be introduced by Ofsted, CQC and HMIP. Continuing to strengthen information sharing and early identification of safeguarding concerns, including through mechanisms such as the Multi-Agency Safeguarding Hub (MASH), and as part of early intervention work will remain crucial to partnership working. The challenge is to ensure that needs continue to be met in the light of a growing number of children.
- The impact of **welfare reform** and housing benefit changes on existing families and the potential for increasing numbers of vulnerable families to re-locate to Barnet is difficult to quantify. A strong partnership approach is needed to help assess the impact and develop appropriate responses.
- There is a risk that an **increasing population** of children and young people combined with reducing resources across the partnership could pose barriers to delivering on the outcomes of the CYPP. This operating environment acts as a driver for closer partnership working to make best use of resources.
- The **Children and Families Act** is overhauling the Special Educational Needs system to develop a 0 to 25 focus, increase choice for parents and increase joint planning and integration between social care, health and education. A partnership approach is essential to develop a local offer and ensure there are smooth pathways for children, and young people up to 25.

## **VI. Role for the Barnet Partnership Board**

- The Troubled Families programme works across the partnership, with input from Community Budgets (£482,200) and aims to deliver savings to the borough as a whole. BPB is asked to support this work stream by disseminating learning from the CTB's experiences of taking a **Community Budgets/Whole Place** approach, and to give consideration to other areas of high cost, low volume spend across the partnership where a similar approach could be taken to overcome some of the challenges we face in the borough, through the agreement of shared outcomes and the pooling of resources.

- In order to **effectively monitor partnership performance** against the CYPP, EMG will need to be equipped with sufficient data and performance analysis, by all partners in a timely manner, for example to evidence progress against the Children and Young People Plan (CYPP) objectives. BPB is asked to reinforce the importance of partners committing to ensuring regular attendance and providing timely performance information.
- There is a role for the Barnet Partnership Board to play in ensuring that the work of the Children's Trust Board is **integrated with the work of other key boards**, including the Health and Wellbeing Board and Community Safety Board. This is especially important in relation to children's health, including public health (which is now the responsibility of local authorities), and to transitions where close working with adult services is necessary. To help facilitate this, the Chair of the CTB and the Director for People are both members of the HWBB. In addition the Chairman of the HWBB is a member of the CTB.

## SUPPORTING PEOPLE INTO WORK – COORDINATING AND DELIVERING THE 'LOCAL' OFFER

### AGENDA ITEM 6

#### SUMMARY

- Developing measures for stimulating growth in the local economy is the number one priority for the London Borough of Barnet. The council has worked with local partners to develop a local growth strategy as the primary means of meeting the challenges posed by continued austerity and increasing demand for services.
- Our strategy is underpinned by four key work streams:
  1. **Housing and regeneration** - the delivery of 7 major regeneration schemes across the borough, which will create more than 20,000 new homes and up to 30,000 new jobs over the next 20 years;
  2. **Business and Enterprise** - effective engagement and support to local businesses;
  3. **Investment in skills and employment** - with £1 million invested already; and
  4. **Investment in transport infrastructure and community facilities.**
- This Expression of Interest contributes to work stream 3 and is focused on bringing together local partners to support people on out-of-work benefits, resulting in stronger local economic growth, reducing unemployment, and lower dependency levels.
- If successful at the Borough level, there is a potential to scale it up to develop a wider sub-regional programme through Barnet's membership of the West London Alliance (WLA), which brings together 6 London boroughs with a total population of 1.8 million.

#### SECTION 1: BARNET'S PROPOSAL

- A coordinated programme – delivered by Barnet Council in partnership with Job Centre Plus and wider engagement from partners, including Middlesex University, Barnet College, local employers, work programme providers, and the VCS – for moving people into work.
- The programme would target a 5-10% reduction in the number of people claiming out of work benefits in Barnet, resulting in c.2000 people re-entering employment.
- The hypothesis is that benefit reform provides a strong incentive to a group of high cost individuals to find work, but that the current range of support available – both nationally and at the local level - could be more effectively targeted and co-ordinated into a streamlined 'local offer' to enable more effective access to employment.
- This will have a wider positive impact on the area, including reducing the risk to certain groups of slipping in to homelessness, stimulating demand for local services, strengthening the economy, and reducing the wider costs and consequences associated with unemployment such as increased incidence of mental health problems.
- We know from our successful programme of support to NEETs in Barnet that the range of support available to people seeking employment is extremely complex and that this complexity can act a disincentive to seek support and find employment.
- Working with Job Centre Plus and other partners, we will make the 'local offer' more accessible and easier to navigate by the 21,000 people claiming key out of work benefits in the borough, enabling them to rejoin the workforce more quickly and efficiently and reducing the local rate of unemployment closer to its pre-2007 level of around 5%.

- The 'prize' is: Reducing unnecessary complexity and bureaucracy; getting more people into work; and the potential to scale up the programme to a sub-regional level through our membership of the West London Alliance.

## CONTEXT

- The welfare reform programme creates a strong incentive for individuals to find work. But the range of support available could be more effectively targeted and co-ordinated locally in order to enable them to access employment quickly and more efficiently.
- The following local factors can act as barriers to placing individuals in suitable employment:
  - Poor matching of individuals to jobs
  - Poor co-ordination of local partners
  - Duplication and gaps in provision focused on moving individuals into work
  - Lack of detailed knowledge of barriers to work and what works to overcome them

### How Barnet compares: % of working age population claiming different kinds of out-of-work benefits

	Barnet (Numbers)	Barnet (%)	London (%)	Great Britain (%)
Job seekers	6,640	2.8	3.8	3.7
ESA and incapacity benefits	11,100	4.7	5.6	6.3
Lone parents	2,970	1.3	1.7	1.4
Others on income related benefits	750	0.3	0.4	0.4
Total out of work benefits	21,450	9.1	11.5	11.8

- There are three types of groups in the Borough that the programme will focus on:
  1. Those who have the skills and capabilities that, in a more buoyant economy, would expect to find work;
  2. Those who are not currently equipped to find/keep a job on a permanent basis but would like to work given the right opportunity and support; and
  3. Those who have been through the work programme but who are still unable to find employment.
- Those with the highest levels of need in the Borough are already supported through a range of existing mechanisms, such as our Troubled Families programme. This proposal focuses on the larger group of individuals who do not require intensive 1-1 support, but who are not working and are in receipt of out of work benefits.
- Civil Servants embedded into the council would work to support the development of a full understanding of this complexity locally, identifying what changes are needed to either simplify/streamline the system of central and local initiatives, and ensuring more effective co-ordination/navigation through by job hunters it is enabled and implemented.

## Scaling up

- Barnet is a member of the West London Alliance of London authorities which also includes Brent, Ealing, Harrow, Hillingdon and Harrow. There is potential for the programme to be scaled up to the WLA level. With a population of 1.8 million, a 5-10% reduction could equate to up to 20,000 people gaining access to the labour force across west London.

## **ANNEX: HOW WE MEET THE KEY CRITERIA**

### **i. Strong collaborative leadership and a clear vision for the area**

- Barnet Council's new Corporate Plan 2013-2016 sets out a clear vision for Barnet as a successful London Borough where people want to live, work and bring up their families. Working with our local partners, our priorities are to:
  1. Promote responsible growth, development and success across the borough;
  2. support families and individuals that need it whilst promoting independent; and
  3. improve the satisfaction of residents and business with Barnet as a place to live, work and study.
- This EOI would directly support these priorities by strengthening the local economy, reducing dependence on public resources, and ensuring that those who need support to find a job receive it in a way that helps them to navigate the system effectively across many different organisational boundaries.

### **ii. Clear commitment from across local partners and a history of partnership working**

- The challenging economic climate, combined with the high level of complexity associated with many of the services that the council and its partners face, means that there is a well developed history of partnership working in Barnet.
- For example, last summer we launched a £1m programme for supporting young people who are 'NEET' back into work. The programme, developed and delivered with a range of local partners – most of whom will be working on the proposal set out here (principally JCP, Barnet College, Middlesex University and the local VCS) has corresponded with a reduction of the number of NEETs in the borough.

### **iii. A sustained track record of delivery**

- Barnet Council and its partners are delivering one of the most ambitious transformation programmes in the public sector. This involves changing the way that services from housing to social care to waste collection are delivered so that they are more efficient and improve the quality of the service being provided, creating a more successful economy underpinned by a strong core offer, and is resilient to the challenging economic climate.
- An element of this transformation is to ensure that long-term demand for public resources reduces whilst increasing opportunities for those who need them most. For example, in adult social care a greater focus on reablement services means that nearly 90% of older people who are discharged from hospital now remain out of the health system, resulting in a real saving to the public purse and a higher quality of life for the service users.

### **iv. An appropriate scale to drive reforms and savings across an area**

- Barnet's large population of 356,000, combined with close working relationships with local partners including the NHS, police, schools and the third sector, means that we can quickly scale up successful pilots to a borough level and realise corresponding benefits.
- An example of this already is with a trailblazer pilot programme called Right to Control (RtC), that was carried out in 2010 by Barnet Adult Social Care and Health services. The programme aimed to give disabled adults direct control over the support that was available to them. The success of the initial pilot meant that from December 2012 the RtC

assessment process was scaled up and mainstreamed into the work of the council, becoming available and accessible to all service users in the borough who were eligible.

**v. Each partner providing some dedicated capacity towards a single team that helps drive a system wide approach**

- In Barnet, partners understand the need to break down silos between different agencies to address complex social issues, and as a driver for realising efficiencies and service transformation across the public sector in the long term.
- For example, our multi-agency 'Troubled Families' programme works to intervene early to improve outcomes for families who frequently use the public resources (i.e. the council, the NHS and the Police) reducing escalation to acute, high cost services. Because the programme is so broad, and given the nature of the issues it deals with, the Troubled Families approach requires extensive multiagency working in order to be successful.
- There has been some real success to date, with 322 families involved at the moment. This is forecast to rise to 705 by April 2014. Of the 30 families who are been on the programme for 6 months or more, 25 have done 2 or more of the following: Stopped offending; children back to school; successfully got a job

**vi. Commitment to identify money flows and benefits across partners within the area, underpinned by data on need and current services.**

- We are fully committed to understanding the way money flows across services and organisations in our welfare reform project, and have an established record of doing this in other areas. For instance in the troubled families programme described in section v above.
- The potential savings from the troubled families programme are substantial, and interventions can drive down costs to a number of agencies – in particular Children's Social Care (by reducing escalation into child protection issues); the police, and the Ministry of Justice (by reducing offending), and DWP (by increasing employment). CLG estimate the total cost of 705 troubled families would be c.£50m to the public sector.
- The approach taken with the troubled families programme is the same that we would apply to the supporting people to work programme set out in this expression of interest.