

BARNET PRIORITIES & SPENDING REVIEW: EFFICIENCY AND SERVICE INTEGRATION - PROPOSALS FOR JOINT WORKING BETWEEN BARNET COUNCIL AND STRATEGIC PARTNERS**ITEM NO:** 3**REPORT OF:** Kate Kennally, Director for People**SUMMARY AND PURPOSE OF REPORT:**

- This paper updates the Barnet Partnership Board on the following:
 1. **Efficiency & integration proposals** – Initial proposals for joint working discussed by the council and individual partners, with the ambition of generating efficiency savings and providing more integrated services to residents.
 2. **Community Budget proposals** - Proposals for potential 'Community Budget' programmes, to be developed jointly by the council and strategic partners, which pool budgets from across the public sector to unlock efficiencies and achieve shared outcomes. Proposals include a number developed in the four 'Whole Place Community Budget' pilot areas of Greater Manchester, West Cheshire, Essex and London 'Tri-borough' (Hammersmith & Fulham, Kensington & Chelsea, Westminster) which could be replicated in Barnet, as well as some initial proposals in development by the council as part of the Priorities and Spending Review.

INPUT REQUESTED FROM THE BARNET PARTNERSHIP BOARD:

- It is recommended that the Board discuss the proposals set out in this paper and:
 1. The council and its partners agree to take forward the programme of proposals for efficiency and service integration set out on page 20 and develop the detail – including economic and feasibility assessments - into outline Business Cases. Whilst it is recommended that all ideas remain on the table at this stage, the Board is asked to give a steer on which proposals might be prioritised;
 2. The council and partners commit to allocating adequate staff resource and share the required data – subject to formal data sharing agreements where required - in order to develop the detail of the programme into Business Cases; and
 3. That future iterations are brought back for discussion and agreement at the Barnet Partnership Board as they are developed. Final decisions on policy and resources will be made by Cabinet and Cabinet Resources Committee in the usual way.

The recommended process for taking this forward is set out in Section 3 on page 18 of this paper.

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SECTION 1: WHOLE PLACE COMMUNITY BUDGET PILOTS – THEMES AND SHARED LEARNING

A 'Whole Place Community Budget' (WPCO) organises public spending by place, rather than by individual organisations or services. Community Budgets, which can be applied to tackling a range of local issues, are particularly suited where a group of citizens experience multiple challenges and generate a high volume of cost across different parts of the system.

2. Community Budgets aim to:

- Bring together joint investment to achieve shared priorities;
- Overcome situations where one partner invests but others benefit, i.e. where 'the fruit falls in someone else's garden';
- Overcome the time-lags that discourage investment in early intervention and prevention;
- Generate investment in new delivery models that encourage innovation, shared ownership and improved outcomes;
- Make use of evidence of costs and benefits, starting with theoretical cost-benefit analysis (CBA) models, then overlaying this with real achievements that reduce demand (and therefore cost);
- Enable cashable savings, with flexible contracting and redeployment of staff across boundaries, leading to return on investment; and
- Provide a basis for partners to decommission/recommission across 'service boundaries', at scale, allowing money to flow across silos.

WPCB PILOTS

3. In 2012, the WPCB model was tested in four pilot areas: Greater Manchester; Essex; West Cheshire; and London's Tri-borough (Hammersmith and Fulham, Kensington and Chelsea and Westminster). Whitehall civil servants were seconded to pilot authorities to support the development of the programmes.

4. The pilots focused on 6 priority themes: **(1) Assets; (2) Domestic Abuse; (3) Work and Skills; (4) Health and Social Care; (5) Children and Young People; and (6) Reducing Offending.** Examples of proposals developed through the pilots are set out in **Table 1.**

5. **Section 2** sets out a number of proposals for efficiency and integration following initial discussions between partners and the council. In addition to these initial proposals, it is recommended that the council and partners work together to jointly develop a programme of 'Community Budgets', which consider developing similar proposals to those identified through the WPCB pilots in Barnet as well as emerging PSR ideas that might warrant a Community Budgets approach.

TABLE 1: PROGRAMMES DEVELOPED THROUGH THE WHOLE PLACE COMMUNITY BUDGET PILOTS

ASSETS		
<p>PROBLEM</p> <ul style="list-style-type: none"> Public sector partners across West Cheshire own in excess of 1,500 assets (car parks, playgrounds, office blocks, hospitals). Running and maintenance costs £40m+ p.a. 	<p>SOLUTION</p> <ul style="list-style-type: none"> In West Cheshire, significant savings made through co-location – reduces and enables residents to access more services in one place. Partners identified assets similar in nature/use e.g. 60 buildings of generic office accommodation cost partners £12.4m annually. Achieved through: <ul style="list-style-type: none"> Joint asset management: Managing assets across organisations through a Partnerships Estates Group. Memorandum of understanding: Applying principles for sharing information and common principles for partnership working. Consolidation of common asset types: Other asset types addressed as partnership matures. 	<p>IMPACT</p> <ul style="list-style-type: none"> In West Cheshire, better customer services through improved accessibility, combinations of compatible functions and better utilisation of property portfolios, with reduction in size and cost. Savings of £4m over 5 years, with annual reduction in running costs of £1.7m by 2017. Up front cost of £1.1m to facilitate the moves including building alterations, ICT infrastructure and staff relocation.
DOMESTIC ABUSE		
<p>PROBLEM</p> <ul style="list-style-type: none"> Essex pilot identified 2,500 perpetrators of domestic abuse brought to trial but only c100 complete a programme to address their abuse. West Cheshire found c9,000 women a year affected by domestic abuse but the majority do not touch criminal justice system - only 1,160 incidents reported. 	<p>SOLUTION</p> <ul style="list-style-type: none"> In West Cheshire, a new approach based on stronger partnership working with focus on: <ul style="list-style-type: none"> Access team to provide support earlier. A coordinated, consistent, evidence based common assessment. Menu of interventions for perpetrators including electronic monitoring, alcohol monitoring, perpetrator programmes and addressing substance abuse. Local commissioning teams to ensure the right interventions are 	<p>IMPACT</p> <ul style="list-style-type: none"> In West Cheshire, estimated savings of £7.6 million over 5 years.

<ul style="list-style-type: none"> • One in five murders in Essex preceded by domestic abuse. • In Essex, there are 1,000 locations, 116 phone numbers and 80+ agencies offering services to victims of domestic abuse. • Domestic abuse costs £20m p.a. in West Cheshire, 98% of which is reactive services. • In Essex, domestic abuse costs £48m a year, with policing costs of £16m. 	<p>available.</p> <ul style="list-style-type: none"> • Wider use of integrated offender management. • Testing shared budgets and investment based on clear map of costs and benefits across local public sector. • All agencies signed up to a common set of outcomes and measurable objectives. • A data and intelligence hub to ensure accurate management information and the accurate measurement of impact. 	
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WORK & SKILLS

PROBLEM	SOLUTION	IMPACT
<ul style="list-style-type: none"> • Each of the pilots identified the fit between local training and local skills needs as a priority. • In Essex, only 60 people are in training for over 8,000 marketing roles in the local economy. 	<ul style="list-style-type: none"> • Essex 'Skills for Growth' proposal, which includes greater emphasis on local employers determining vocational skills priorities through a new Employment and Skills Board informed by local labour market intelligence. • Bringing vocational skills funding streams for 16 to 24 year olds together and devolving responsibility for funding decisions to enable greater direction by local employers and use of a new payment by results funding model focused on job outcomes. • Creating a coherent vocational pathway from school to work ensuring young people have information to make sound choices. • Creating a better way to track young people throughout their journey from school to sustained employment. 	<ul style="list-style-type: none"> • Re-design of vocational skills in Essex to fit local labour market requirements through a PbR funding model - expected to achieve: • £150m+ benefit to Greater Essex by 2020 - reduced benefits (JSA), increased apprenticeships, increased Gross Value Added (GVA), and introduction of payment by results (PbR) to drive VFM in vocational skills provision. • Increasing the number of apprenticeships year on year to create 8,000 additional places by 2020, leveraging in more than £70m local public/private investment. • Increased Tax revenue due to increased employment. • Reduced 'waste' in the system (eg. through reducing multiple course changes).

HEALTH AND SOCIAL CARE

PROBLEM

- Health and social care services facing major pressures:
- **Demand:** Over the next decade demand for services is expected to rise at around c4% a year.
- Users experiencing fragmented care, a lack of control and avoidable admissions to hospitals/care homes;
- Ageing population with growing burden of chronic conditions;
- Unsustainable models of care and inter-dependence across the system;
- **Financial:** Health sector in Tri-borough needs to deliver savings of £115m, adult social care budgets face reductions of c£38m.

SOLUTION

Tri-borough considering:

- Focus on 20% of the population with most serious conditions that account for 77% of health and social care costs (average annual costs of £24,752 per person compared to £275 for lowest risk groups);
- Pro-active approach to help people manage complex chronic conditions more effectively and provide better care of healthier, lower risk patients to prevent admissions to hospital/care homes;
- Bringing together health and social care budgets, allocated on per patient basis rather than tariffs for specific procedures;
- Integrated health and social care system, with dedicated centres focusing on high risk patients to support most vulnerable people in their own homes to avoid hospital/care home admissions.

Pilots proposed further joint work with the Department of Health, NHS Commissioning Board and Monitor to consider:

- New funding model across the health and social care system moving away from national tariff payments for specific procedures.
- Support for development of new contracts with providers and new information sharing arrangements.
- Up-front investment in integrated care and a 3 year funding cycle for CCGs.
- Workforce changes to enable people to work across organisations in hybrid roles.

IMPACT

- Tri-borough model will deliver £66m p.a. of efficiency savings in year five, with costs of £28mi enabling net acute savings of £38m p.a.
- Primarily driven by a reduction in acute hospital activity, through investment in community and social care services.

REDUCING REOFFENDING

PROBLEM

- Nationally, reoffending has fallen by 1.5% – but has increased in some areas.
- Tri-borough - reoffending by all adult offenders has increased from 23% to 27% despite investment of £6m a year of discretionary grants in 9 separate reoffending programmes.

SOULTION

Tri-borough proposing:

- Local reoffending service for short sentenced prisoners (less than 12 months) returning to the borough.
- Implementing an adult reoffending service to replace all local authority grant funded services targeted at reoffending.
- Releasing resources from current spend on reoffending programmes to support wider Tri-borough priorities from a Public Health and Criminal Justice perspective
- Replacing all local authority grant funded services targeted at reoffending.
- Shifting discretionary spend (predominantly Public Health and Police and Crime Commissioner funding for Drug Intervention Project) on adult reoffending from services predominantly focused on those receiving sentences of over 12 months in custody and those assessed through the Drug Intervention Project to those receiving 12 months or less who have higher likelihood to re-offend.
- Establishing a service consisting of a custody referral element engaging all offenders at earliest opportunity to provide help for a wider range of health related issues including all drug misuse, alcohol misuse, mental health and learning disabilities.
- A reducing offending team focusing on assessment and action planning for short sentenced offenders.
- Targeted interventions which, tailored to the offender.

IMPACT

- Tri-borough seeking technical support from central government for a two year pilot and evaluation. If evaluation shows better outcomes and savings, scaling up the model will require joint investment from departments that benefit including the Home Office, Ministry of Justice, Department of Work and Pension and Department of Health.
- Tri-borough aiming to reduce the re-offending of short sentenced prisoners by 10%.
- New service will cost £11.2m over 5 years from 2013-14.
- Reducing the reoffending of short sentenced prisoners expected to reduce local spending on tackling reoffending by £1.2m to £6.1m over 5 years.

CHILDREN & YOUNG PEOPLE

PROBLEM

- Greater Manchester identified a problem with the number of young children who were not ready for school at age 4 and 5.
- In West Cheshire, a need to develop a more joined-up and evidence-based approach to support and prevention was identified in order to reduce 'failure' demand at the highest level of need.

SOLUTION

- Greater Manchester pilot focused on pre-birth to 5 years to increase proportion of children who are 'school ready' by the end of their reception year. Pilot aims to identify risks to children's development early and provide tried and tested support, through:
- Improved universal, preventative services aiming for 100% coverage of the 40,000 children born in GM each year.
- Parental contract to enable parents eligible for targeted two-year old day care to be on track towards sustainable employment.
- Where risks are identified, families given proven packages of help
- Common terms and conditions for childcare workers to improve the quality, affordability and accessibility of childcare.

IMPACT

- Delivery to Greater Manchester of £215m of savings over 25 year period, from additional costs of £38m.
- Investment agreement will be developed that reflects where benefits for both local and national partners are likely to fall and whether they fall in the short, medium or long-term.

SECTION 2: PROPOSALS FOR JOINT EFFICIENCY AND SERVICE INTEGRATION PROGRAMMES

6. Closer integration between the council and its strategic partners - in terms of identifying avenues to reduce cost and join up services - is essential if we are to bridge the forecast funding gap of £185m (£70m to council budgets) over the period 2015 - 2020. Once agreement has been reached about which proposals to take forward jointly, they will need to be properly scoped and developed into Business Cases which will also need to include economic impact assessments and feasibility studies. This will require a commitment from both the council and partners to provide adequate resource to take this forward.

7. This section sets out:

- I. **Efficiency & integration proposals** - proposals for generating efficiencies and integrating services that have been discussed between the council and partners so far; and
- II. **Emerging ideas for a programme of 'Community Budgets' between the council and strategic partners** – this includes suggestions for where Barnet might develop similar Community Budget proposals to those developed through the four WPCB pilots, as well as emerging proposals being developed locally through the Barnet Priorities & Spending Review that might benefit from a Community Budgets approach.

8. For the purposes of this paper, the proposals have been grouped into the following 3 categories in order to fit with the work streams of the PSR: **(1) EFFICIENCY - ASSET UTILISATION & SHARED SERVICES; (2) GROWTH/LOCAL ECONOMY/SKILLS & EMPLOYMENT; (3) SERVICE INTEGRATION.**

I. EFFICIENCY INITIAL PROPOSALS FOR JOINT WORKING BETWEEN THE COUCIL AND LOCAL PARTNERS

9. This section covers initial proposals put forward in discussion between the council and partners on the Barnet Partnership Board.

MIDDLESEX UNIVERSITY (MU)

- Following the relocation of the Archway campus, the entirety of MU's UK operations resides in Barnet. The University is a valuable asset for the borough in three main areas: 1) To support the council's ambitions in relation to skills and employment; 2) as a direct benefit to the local economies where MU campuses and halls of residence are based; and 3) through a more strategic use of both council and MU assets.
- The recent report from the OECD on education indicators shows that graduates' incomes are on average 57% higher than those of students with A-Levels alone. The University is, therefore, also an enabler for social mobility and prosperity for Barnet's residents as well as being a large employer and net contributor to the Barnet economy.

KEY: ASSET UTILISATION & SHARED SERVICES (AS); GROWTH/LOCAL ECONOMY (GSE); SERVICE TRANSFORMATION/INTEGRATION (SI)

PROPOSAL	DESCRIPTION	AS	GSE	SI
ESTABLISH A MIDDLESEX UNIVERSITY BUSINESS PARK	<ul style="list-style-type: none"> MU proposal to explore the possibility of establishing a technical/innovation centre in the Borough with a view to supporting students in a number of areas, including how to start up a business. Benefits include: Potential for more young people to create businesses/enter employment; use of assets (if an existing assets or site can be utilised); economic benefit to the area where the part is located. 		X	
EXPAND SPORTS FACILITIES AND THE LEISURE 'OFFER' FOR STUDENTS AND RESIDENTS	<ul style="list-style-type: none"> MU sees development of sports and leisure facilities as an important part of its future strategy in helping continue to improve its offer and appeal to prospective students. LBB aware of a need to invest in sports and leisure facilities in the borough. Working collaboratively on improving sports and leisure facilities has been done by a number of other councils and universities (e.g. Hertfordshire). Benefits include: Improving the sports and leisure 'offer' to MU students and wider residents; potential reduction in costs to the council from providing/updating existing facilities; contribution to the council's Health & Well Being objectives. 			X
HOUSING & STUDENT ACCOMMODATION	<ul style="list-style-type: none"> Students tend to be either local or international (although not consistent across all courses). LBB could explore link between university accommodation and its housing strategy. Could be a community engagement aspect to this, with students encouraged to get involved in volunteering and other forms of community engagement across the borough. Benefits include: Asset utilisation of accommodation; economic benefit to areas where students based; social/community benefits from linking to help with the community. 	X		
BUSINESS ACCOMMODATION & PROPERTY ASSETS	<ul style="list-style-type: none"> Opportunities to resolve some challenges with long term leases on rented office space. Consider consolidation with other partners such as the CCG to find a resolution and help consolidate assets. Benefits include: Asset utilisation and benefits to local economies/town centres in areas where students use facilities, including creation of jobs and potentially more local businesses/services. 	X		
A STRONGER NIGHTTIME ECONOMY	<ul style="list-style-type: none"> Opportunity to develop the night time economy of Barnet to the benefit of the local economy, as there are very few entertainment options locally. Development of an improved night time economy would also strengthen the university offer to potential new students. Leeds, Bournemouth and Brighton are all good examples where collaborative working between council and the local university on this type of strategy has had positive impacts. Benefits include: Regeneration and economic benefit to local areas/town centres; job creation. 		X	

JOB CENTRE PLUS (JCP)

- The council has developed a close working relationship with JCP over the past 18 months in particular, working closely together to deliver an integrated approach to implementing the Government’s Welfare Reform programme in the borough – as part of a co-located ‘Joint Taskforce’.
- A strong partnership between the council and JCP – along with Barnet & Southgate College, vocational skills providers and local business – is crucial in achieving our shared ambition of having more residents in work and doing more to ensure that the skills and training on offer in the borough more closely matches the demands of the local labour market. There is an opportunity to learn from the WPCB pilots in this area.

PROPOSAL	DESCRIPTION	AS	GSE	SI
CUSTOMER SERVICE HUBS	<ul style="list-style-type: none"> • Creation of Customer Service Hubs to deliver a wide range of advice services e.g. JCP Advisory Services, LA Housing Benefit Advice, Housing, Social Services, Children’s Services. • Several Joint Services in place at the moment such as Integrated Offender Management (Apex House), Troubled Families (NLBP), and Benefit Cap (Barnet House) – scope to branch out into some JCP premises and maybe Libraries, Children’s Centres etc. • Benefits include: More effective use of estates, allowing for some rationalisation and budget savings; easier access to services for residents. 			X
EXPANSION OF BENEFIT CAP JOINT TASK FORCE	<ul style="list-style-type: none"> • Build on the success of the Joint Task Force (established to respond to welfare reform), expanding its remit to incorporate Under Occupancy households and develop the service into a permanent joint working model to help shape services to residents in the run in to Welfare Reform changes. • Joint working on the Benefit Cap has led to some notable successes in moving customers into work through joint working, and other initiatives such as Group Information sessions has enabled residents to make informed choices as to their future direction of travel. • Joint visits by JCP and Barnet Homes is another outcome developed as a result of working together which should lead to further positive outcomes for both LA and JCP. Co-Locating has also enabled closer co-operation in terms of addressing customer barriers to moving into work. • Team already in place – opportunities exist for it to be enhanced and built upon. • Benefits include: An improved/coordinated service through a ‘one stop shop’ approach which could be used as a model for other joint initiatives; financial and social benefits through potential in the reduction of the risk of rent arrears, evictions/homelessness and safeguarding the LA’s rental incomes; supporting more residents into work and off benefits will also benefit the local economy. 			X

NHS/BARNET CLINICAL COMMISSIONING GROUP (CCG)

- As the commissioning body for the local NHS, Barnet CCG is a key strategic commissioning partner in the PSR process. Over the duration of the PSR period, Health and Social Care are expected by the Government to integrate service delivery and commissioning for older people underpinned by a national £3.8 billion pooled fund. The council and the CCG are required to submit their 2 year 'Locality Plan' to Government – setting out how health and social care services will be integrated locally – by March 2014.
- There are also potential opportunities for the council and the CCG (and other parts of the local public sector in the borough) to join up in order to release efficiencies through the better utilisation/consolidation of assets and office space, joint procurement and the sharing of back office services. The council's partnership with Capita will be valuable in determining how some of these benefits might be unlocked and there is an opportunity to learn lessons from the WPCB pilots, many of which focused on asset utilisation.

PROPOSAL	DESCRIPTION	AS	GSE	SI
LBB/CCG BACK OFFICE INTEGRATION	<ul style="list-style-type: none"> • Work is underway with the council to look at opportunities to reduce back office costs. Initial meetings to consider opportunities to join up elements of back office have taken place and further meetings will be taken forward. • Benefits include: Reduced spending on back office costs. 	X		
LBB/CCG RATIONALISATION OF CAPITAL ASSETS	<ul style="list-style-type: none"> • Work is underway with the council to look at shared approach to utilisation of capital assets across the CCG estate. Meetings to consider opportunities to join up elements of back office have taken place, with further meetings planned. • Benefits include: Reduced spending on estates and potential to unlock receipts from asset sales. 	X		
LBB/CCG JOINT PROCUREMENT ACTIVITY	<ul style="list-style-type: none"> • Explore opportunities for joint procurement between CCG and LBB – discussions already underway. For back-office/asset/procurement proposals, intention is to develop proposals through H&WB Finance Group, then onto full H&WBB for consideration of business cases. • Benefits include: Reduced costs on procurement. 	X		
HEALTH & SOCIAL CARE INTEGRATION – DEVELOPING A MODEL OF INTEGRATED CARE	<ul style="list-style-type: none"> • The H&WB Financial Group developing proposals for an operating model for integrated service delivery and the outline commissioning plan for the deployment of Barnet shared of the national pooled fund. As part of the PSR, the model will be developed, with hypothecated savings estimated, together with an outline of the spending plan for the Barnet share of the £3.8bn Integration Transformation Fund • Work will need to take account of the financial modelling from the Tri-borough Community Budget pilot which has modelled that for each £1 invested in an integrated health and care system there is £2.35m of savings by year 5 of operation, split 2/3rds to the NHS and 1/3rd to social care. • The work will outline: 			X

	<ul style="list-style-type: none"> ○ A shared statement of requirements (which will frame the design of the new model) ○ Underpinning activity and spend data across acute, intermediate, primary, community, residential and social care (which will be used to support the modelling work that will inform the future model). ○ Analysis of funding streams that fall within the Integration Transformation Fund and proposals for how this will be managed. ○ Evidence base of what works (and what is already working elsewhere) with particular focus on demand management, treatment and intervention, rehabilitation and reablement and workforce development. ○ Proposals to inform development of a target operating model – including spearhead projects already underway by the H&SC Integration Programme and options identified by the H&SC Integration Board. ○ Model will also make proposals for the governance arrangements across LBB and the CCG to support delivery of this work. 			
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BARNET AND SOUTHGATE COLLEGE (BSC)

- In the context of the PSR, BSC is an enabling partner, providing the right training opportunities to support growth, regeneration and employability.
- Opportunities for cost improvement and reduction exist in the areas of better asset utilisation and reducing welfare payments through commissioning training and development linked to obtaining job outcomes.
- Together with other local and regional skills and training providers, there is an opportunity for increasing the employability of Barnet’s residents and reducing unemployment across the borough by more closely matching the courses and training on offer more closely with the requirements of local businesses. Moving more of Barnet’s out of work into employment will produce benefits not only for the local economy but, potentially, also a direct benefit for the council e.g. through lower spend in housing costs, reduction in rent arrears and reductions in Council Tax Support.
- BSC have embarked on this process, through closer engagement with local employers, and there is an opportunity to expand on this through closer joint working with the council to develop a clearer, more coordinated ‘local offer’ to young people who are training for the world of work; those impacted by welfare reforms; and those wanting to re-train in order to continue their careers in a different sector.

PROPOSAL	DESCRIPTION	AS	GSE	SI
ASSET UTILISATION, SHARING BACK OFFICE AND PROCUREMENT	<ul style="list-style-type: none"> ● Potential to consider rationalisation of BSC and LBB assets as well as exploring the opportunities through shared procurement activities and streamlined back office functions. ● Benefits include: Cost reductions from reduced procurement and back office spend, with the potential to unlock receipts from asset sales. 	X		

METROPOLITAN POLICE

- The council’s relationship with the police operates at two levels – at the commissioning level with the Mayor’s Office for Policing and Crime (MOPAC), who have responsibility for determining the commissioning priorities for the Met and sets the strategy around the use of assets and back office functions, and at a delivery level locally with the Barnet Borough Commander.
- Opportunities for collaboration include driving out efficiencies through a more coordinated use of assets and resources, with the redevelopment of the Peel Centre representing a significant part of the Colindale regeneration as well as looking at back office efficiencies. These decisions are taken at the commissioner level, so any discussions about the use of assets in Barnet would need to be directed through MOPAC.
- There are also possibilities to explore how some of the ideas in relation to reducing reoffending and domestic abuse being taken forward through the Whole Place Community Budget pilots could be replicated to achieve similar benefits in Barnet. These are set out in Section 2.

PROPOSAL	DESCRIPTION	AS	GSE	SI
ASSET UTILISATION, SHARING BACK OFFICE AND PROCUREMENT	<ul style="list-style-type: none"> • Potential to consider rationalisation of police and LBB assets (and with those owned by other partners) as well as exploring the opportunities through shared procurement activities and streamlined back office. Proposals would need to be explored with MOPAC. • Benefits include: Cost reductions from reduced procurement and back office spend, with the potential to unlock receipts from asset sales. 	X		

COMMUNITY BARNET AND WIDER VOLUNTARY & COMMUNITY SECTOR (VCS)

- The relationship between the council and the voluntary and community sector (VCS) is changing. During this period of austerity, and through the Localism Act and other policy reforms, residents and communities are gaining new rights and opportunities to promote wellbeing and to support themselves and others to live independently. This offers the potential to empower residents and is also crucial in managing demand for services.
- The strength of the council’s Local Infrastructure Organisation (LIO) – Community Barnet - is a crucial factor in the success of our ambitions for the sector. Barnet’s LIO should act as a leader in building social capital and a sense of place; helping local organisations to improve their organisational effectiveness; and acting as a bridge between the council, the wider public and private sectors and the VCS.
- A flourishing VCS is critical to achieving the objectives of the PSR, to support families and communities to better support themselves. The PSR needs to identify those areas where we anticipate a transfer of responsibility to local communities supported by the VCS. In order to make this successful, the council needs to work in partnership with Community Barnet and other influential VCS organisations across the borough in order to unlock the potential for residents to support themselves and others and ‘empower’ communities.

- As part of this, the council needs to consider how the VCS in Barnet is resourced – in particular the balance between core capacity building and delivery funding - and how the levers provided for in the Localism Act might create opportunities to empower communities. This will involve the need to develop a new Compact between the council and the sector to frame this. The process for developing the Compact, known locally as the Charter, has already begun in consultation with the sector.

PROPOSAL	DESCRIPTION	AS	GSE	SI
VCS CAPACITY BUILDING AND REFORM	<ul style="list-style-type: none"> A wide ranging programme of action between LBB and CB to develop and empower Barnet’s VCS and considers the reforms required to the way the sector is funded and how the Localism Act might be used in order to achieve this vision. The programme should focus on: <ul style="list-style-type: none"> Supporting a new relationship with residents <ul style="list-style-type: none"> The council aims to support residents to live independently and to empower local people and organisations to develop their own solutions to local challenges. LBB should work with CB to achieve this aim and to support residents with these new opportunities and responsibilities. Promoting a shift from traditional VCS models and functions <ul style="list-style-type: none"> VCS funding is shifting from a grant-giving to a commissioning model, which has created a marketplace where VCS organisations compete for contracts. CB should support VCS organisations in this transition. This may include groups that wish to discuss their organisational mission in the context of current and future tendering opportunities and to provide advice on the balance between service provision and business development. It may also include providing advice and support to local organisations that lack tendering expertise. As well as bidding for contracts, another shift that non-profit groups may consider is a move towards social enterprise and the LIO should be able to advise on developing this model. Capacity building <ul style="list-style-type: none"> LBB and CB should build capacity in the VCS so that it is able to compete in a marketplace which includes well-resourced national organisations, maintaining a vibrant and capable sector with local knowledge. This capacity building may include income generation support; start up advice for new non-profit groups; governance advice; and business services such as accountancy. Networking and consortia building <ul style="list-style-type: none"> The VCS in Barnet is large and varied. While there is some appetite for collaboration, parts of the sector are disjointed and at times unprepared for the changing relationships with the council and within the sector itself, and the demands of the market. This picture will not be unique to Barnet. CB and LBB should encourage networking among the VCS and support links between organisations working on similar causes, providing the opportunity for groups to share and benefit from best practice. The council believes that developing partnerships and consortia between VCS organisations will put them in a stronger position to tender for contracts, taking advantage of shared back office costs, economies of scale, more resources and a wider base of expertise. 			X

BRENT CROSS AND ENGAGEMENT WITH BUSINESS

- The Chief Executive of Brent Cross Shopping Centre is a member of the Barnet Partnership Board as a representative from the Barnet business sector. Brent Cross have identified that they are keen to be a part of the PSR, in particular looking at the Brent Cross/Cricklewood regeneration scheme and how a new Brent Cross can support the wider regeneration of the area as part of the Barnet Growth Strategy.
- The council is working on an Enterprise Strategy, which will consider how to obtain more structured engagement with businesses across the borough and from different sectors. Effective engagement with business is critical to improving satisfaction with Barnet as a place to do business as well as supporting growth and increased levels of sustainable employment.

II. EMERGING IDEAS FOR A PROGRAMME OF 'COMMUNITY BUDGETS' BETWEEN THE COUNCIL AND LOCAL STRATEGIC PARTNERS

10. This section puts forward suggestions for a programme of 'Community Budgets' developed jointly between the council and local strategic partners in order to drive out efficiencies and better integrate services across the system.

Table 1: Sets out programmes developed in the WCPB pilot areas which could be replicated in Barnet.

Table 2: Sets out emerging proposals being developed locally through the PSR that would warrant a Community Budgets approach.

TABLE 1: WHOLE PLACE COMMUNITY BUDGET PROGRAMMES THAT COULD BE REPLICATED IN BARNET

PROPOSAL	DESCRIPTION	AS	GSE	SI
<p>DOMESTIC ABUSE – INTEGRATING SERVICES</p> <p>Partners involved:</p> <ul style="list-style-type: none"> • Barnet Council • Police • CCG • Community Barnet/VCS 	<ul style="list-style-type: none"> • As set out in Section 1, a number of the WPCB pilots have identified significant transformational savings for the police through work on addressing domestic abuse (West Cheshire, 28% cost reduction for the Police), focused work on reoffending (Tri-borough, 39% cost reduction for Police) and scaling up work with troubled families (national – 13% cost reduction for the Police). • Through the PSR, there is an opportunity to explore how a ‘whole system’ approach to tackling domestic abuse in Barnet could unlock savings for the police, LBB, the judicial and the NHS as well as achieving better outcomes for victims. The Wave 2 One Barnet project on Community Safety should provide the vehicle through which these opportunities are actively pursued through the PSR process. • Benefits include: Potential efficiency savings across the system with a reduction in the volume of ‘reactive spend’; a tailored approach to ensure that interventions match to the needs of victims; a ‘menu of interventions’ for perpetrators including electronic monitoring, alcohol monitoring, perpetrator programmes and addressing substance abuse; a commitment to data sharing to ensure accurate management information and the accurate measurement of impact. 			X
<p>REDUCING REOFFENDING</p> <p>Partners involved:</p> <ul style="list-style-type: none"> • Barnet Council • Police • CCG • Community Barnet/VCS 	<ul style="list-style-type: none"> • Depending on the level of appetite from the police and other interested partners, there is an option to consider how Barnet might learn from the WPCB pilot in the Tri-Borough in relation to reducing reoffending and implement a similar approach – based around the rationalisation of funding streams and targeting interventions through a single service – in the borough. • As with the Community Budgets programme in the Tri-Borough, a similar approach in Barnet could consider how to better integrate and streamline the assessment and referrals process, with more targeted interventions which, tailored to the offender. • This might involve the establishment of a service consisting of a custody referral element engaging all offenders at earliest opportunity to provide help for a wider range of health related issues, or a system similar to the Tri-Borough’s ‘Reducing Offending Team’ focusing on assessment and action planning for short sentenced offenders. • Benefits include: An adult reoffending service to replace all local authority grant funded services targeted at reoffending, streamlining the system, unlocking efficiencies and ensuring that resources are better targeted at achieving shared outcomes. 			X
<p>REDESIGNING 16-24 VOCATIONAL SKILLS PROVISION TO MATCH LOCAL LABOUR DEMAND</p>	<ul style="list-style-type: none"> • There are over 1,000 job vacancies in Barnet each month (1,382 in August 2013) across a range of sectors and at a range of skill levels. • LBB and its partners should consider opportunities to redesign the 16-24 skills ‘offer’ across the borough – similar to the Essex Community Budget proposal – by working with BSC, JCP, MU, skills providers and employers to ensure that vocational training on offer more closely matches the needs of the local labour market. Such an approach would enable 			X

<p>PART OF A WIDER COMMUNITY BUDGET APPROACH TO SPENDING ON 16-24 YR OLDS IN BARNET</p> <p>Partners involved:</p> <ul style="list-style-type: none"> • Barnet Council • Police • CCG • Job Centre Plus • Barnet & Southgate College • Middlesex University • Local employers • Community Barnet/VCS 	<p>employers to determine vocational skills priorities, informed by a robust evidence and information base.</p> <ul style="list-style-type: none"> • BSC are actively engaged with SMEs across a number of sectors. LBB should work with BSC and other partners to explore how it could do more by working together to develop a better ‘whole system’ approach. Proposals could include simplifying the system of advice and guidance on offer for 16-24 year olds as part of a streamlined pathway from education to work. This work is currently being taken forward as part of work happening through the West London Alliance, which is looking at how skills and employment provision can be more effectively targeted at the sub-regional level. • As part of this, the programme could consider the Essex example by pursuing ‘virtual pooling’ of 16-24 vocational skills funding and devolving responsibility for funding decisions to achieve greater direction by employers and introducing a PbR funding model to drive up VFM. • This proposal could be expanded to include wider spending on the 16-24 yr old age group in Barnet, with contributions from the police (in relation to community safety) and the CCG in relation to health. • Benefits include: Reduced benefit payments (JSA), increased tax revenue, increased apprenticeships, introduction of a payment by results (PbR) to drive VFM; reducing NEETs; reduced crime; further reduction in benefit payments (JSA) and reduced ancillary costs (eg.NHS); reduced ‘waste’ in the system (eg. through reducing multiple course changes); better service for users through streamlining of NEET support. 			
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TABLE 2: EMERGING PSR PROPOSALS THAT WOULD WARRANT A COMMUNITY BUDGETS APPROACH

PROPOSAL	DESCRIPTION	AS	GSE	SI
<p>TARGETED EARLY YEARS SUPPORT TO REDUCE NUMBERS ENTERING SOCIAL CARE</p> <p>Partners involved:</p> <ul style="list-style-type: none"> • Barnet Council • CCG • Public Health England • Schools • Community Barnet/VCS 	<ul style="list-style-type: none"> • Improve early identification and support in early years to reduce the number of families and young people with needs requiring support from the family focus team and social care level interventions. This should provide for more integrated services for the user, with costs to the wider public sector achieved through reduced demand. This could be achieved through: <ul style="list-style-type: none"> ○ Closer integration with health, improved links with specialist adult teams, persistent focus on what works. ○ One service approach to management of Children’s Centres – share resources, ideas, learning and data. ○ A further shift in the balance from universal to targeted services. ○ Developing the workforce and strengthening volunteer programmes. 			X

<p>INCREASE INDEPENDENCE OF YOUNG PEOPLE WITH LEARNING DIFFICULTIES TO REDUCE LONG-TERM SUPPORT COSTS</p> <p>Partners involved:</p> <ul style="list-style-type: none"> • Barnet Council • CCG • Schools • Barnet & Southgate College • Community Barnet/VCS 	<ul style="list-style-type: none"> • Work more effectively with adolescents with learning disabilities, their families and wider support networks to increase independence / social capital and reduce on-going financial impact for adults. • Identify who can best build trusted relationships with families and support independence planning and explore alternative delivery models. • Ensure children’s SEND placements set appropriate ambitions and expectations. • Ensure short breaks scheme has focus on independence training as well as respite. 			X
<p>IMPROVING PREVENTION FOR ADOLESCENTS WITH MENTAL HEALTH ISSUES AND REDUCING LONGER TERMS COSTS TO THE PUBLIC SECTOR</p> <p>Partners involved:</p> <ul style="list-style-type: none"> • Barnet Council • CCG • Community Barnet 	<ul style="list-style-type: none"> • Work more effectively with adolescents with mental health issues, their families and their wider support networks to improve life outcomes and reduce the on-going financial impact for adults. • Working with adolescents differently to improve long term outcomes. • Improving maternal mental health through early identification of risk factors (part of EY review). 			X
<p>REDUCING THE TOTAL SYSTEM COSTS OF ADULT MENTAL ISSUES</p> <p>Partners involved:</p> <ul style="list-style-type: none"> • Barnet Council • CCG • JCP • Police 	<ul style="list-style-type: none"> • Develop a Community Budgets approach to focus on improving the mental health of key groups to improve outcomes and reduce costs for LBB and our public sector partners. • Identify potential groups – for example could include new parents, the recent unemployed or victims of domestic violence. • Quantify impact for wider LBB and our partners including DWP, the CCG and the criminal justice system. • Use an evidence based approach to develop interventions to implement or prototype. 			X

SUMMARY: JOINT COUNCIL/PARTNER PSR PROPOSALS

11. The proposals set out in this paper can be categorised as follows:

CATEGORY	NUMBER OF PROPOSALS
Asset Utilisation & Shared Services (AS)	7
Local economy/Growth/Skills & Employment (GSE)	2
Service integration (SI)	12
TOTAL	21

12. The detailed breakdown of how these proposals fall across partners is as follows:

	ORGANISATION	PROPOSAL	AS	GSE	ST
1	MIDDLESEX UNIVERSITY	ESTABLISH A MIDDLESEX UNIVERSITY BUSINESS PARK		X	
2	MIDDLESEX UNIVERSITY	EXPAND SPORTS FACILITIES AND LEISURE 'OFFER'			X
3	MIDDLESEX UNIVERSITY	HOUSING & STUDENT ACCOMMODATION	X		
4	MIDDLESEX UNIVERSITY	BUSINESS ACCOMMODATION & PROPERTY ASSETS	X		
5	MIDDLESEX UNIVERSITY	STRONGER NIGHTTIME ECONOMY		X	
6	JCP	CUSTOMER SERVICE HUBS			X
7	JCP	EXPANSION OF BENEFIT CAP TASK FORCE			X
8	NHS/CCG	LBB/CCG BACK OFFICE INTEGRATION	X		
9	NHS/CCG	LBB/CCG RATIONALISATION OF CAPITAL ASSETS	X		
10	NHS/CCG	LBB/CCG JOINT PROCUREMENT ACTITIVE	X		
11	NHS/CCG	HEALTH & SOCIAL CARE INTEGRATION			X
12	BSC	ASSET UTILISATION, SHARING BACK OFFICE AND PROCUREMENT	X		
13	POLICE	ASSET UTILISATION, SHARING BACK OFFICE AND PROCUREMENT	X		
14	COMMUNITY BARNET	VCS CAPACITY BUILDING AND REFORM			X
15	POLICE	DOMESTIC ABUSE			X
16	POLICE	REDUCING REOFFENDING			X
17	LBB/BSC/MU/JCP/POLICE/CCG	REDESIGNING 16-24 VOCATIONAL SKILLS AS PART OF A WIDER COMMUNITY BUDGET ON 16-24 YR OLD SPENDING (COMMUNITY SAFETY, SKILLS & EMPLOYMENT, HEALTH)			X
18	LBB/CCG/PH ENGLAND/SCHOOLS/CB	TARGETED EARLY YEARS SUPPORT TO REDUCE NUMBERS ENTERING SOCIAL CARE			X
19	LBB/CCG/SCHOOLS/BSC	INCREASE INDEPENDENCE OF YOUNG PEOPLE WITH LEARNING DIFFICULTIES TO REDUCE LONG-TERM SUPPORT COSTS			X
20	LBB/CCG/SCHOOLS/CB	IMPROVING PREVENTION FOR ADOLESCENTS WITH MENTAL HEALTH ISSUES AND REDUCING LONGER TERMS COSTS TO THE PUBLIC SECTOR			X
21	LBB/CCG/JCP/POLICE	REDUCING THE TOTAL SYSTEM COSTS OF ADULT MENTAL HEALTH ISSUES			X
TOTAL			7	2	12

BARNET PARTNERSHIP BOARD RECOMMENDATION

- 13. It is recommended that the Board discuss the proposals set out in this paper and:**
- 1. The council and its partners agree to take forward the programme of proposals for efficiency and service integration set out on page 20 and develop the detail – including economic and feasibility assessments - into outline Business Cases. Whilst it is recommended that all ideas remain on the table at this stage, the Board is asked to give a steer on which proposals might be prioritised;**
 - 2. The council and partners commit to allocating adequate staff resource and share the required data – subject to formal data sharing agreements where required - in order to develop the detail of the programme into Business Cases; and**
 - 3. That future iterations are brought back for discussion and agreement at the Barnet Partnership Board as they are developed.**

SECTION 3: TAKING IT FORWARD

In terms of taking this forward to the development of Business Cases, it is recommended that:

- 1. Where the Board agrees with the proposals for Asset Utilisation and Shared Service opportunities set out in this paper, these are taken forward as part of the Efficiency work stream of the PSR. Barnet's Council's Delivery Board will oversee the development of these proposals, with input from staff identified by each partner to take this forward on their behalf.**
- 2. Where the Board agrees with the proposals for Growth and Skills/Employment opportunities set out in this paper, these are taken forward as part of the Growth work stream of the PSR. Barnet's Council's Commissioning Board will oversee the development of these proposals, with input from staff identified by each partner to take this forward on their behalf.**
- 3. Where the Board agrees with the proposals for Service Integration opportunities set out in this paper, these are taken forward as part of the Service Transformation work stream of the PSR. Barnet's Council's Commissioning Board will oversee the development of these proposals, with input from staff identified by each partner to take this forward on their behalf.**

