

Appendix A:

Community Leadership Committee Commissioning Plan 2015 - 2020

1. The context for the development of this plan

Public services continue to face unprecedented challenges as the UK deals with the impacts that stemmed from the global economic downturn of recent years, alongside the opportunities and challenges that come from a changing and ageing population.

Despite a growing economy, the UK will still have a significant budget deficit at the 2015 General Election, with austerity therefore set to continue in the years ahead. At the same time, demand on local services continues to increase, driven by a growing and changing population, particularly the number of young and older residents. We therefore must plan for the fact that austerity will affect all parts of the public sector to the end of the decade and that we will not be able to meet increasingly levels of demand from simply doing more of what we are currently doing.

The public expectations are also changing, with expectations of local services increasing, driven by advances in customer services and technology which provides the ability for people to interact differently. Local residents as a result expect better services and more prompt responses from the Council. Despite these challenges, satisfaction with the Council and local services remains relatively high in Barnet, and over recent years resident satisfaction with a number of local services has increased.

In thinking about how the Council lives within its means, the Council also recognises that residents are also facing wider financial pressures, from energy bills, increasing housing costs, wage restraint, and benefit reforms.

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

Barnet Council's overarching approach to meeting the 2020 Challenge

The Council's Corporate Plan sets the framework for each of the Commissioning Committees five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste there are a number of core and shared principles which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the Council is about striking the right balance between fairness towards the more frequent users of services and fairness

to the wider taxpayer and making sure all residents from our diverse communities - young, old, disabled, and unemployed benefit from the opportunities of growth.

The Council must 'get the basics right' so people can get on with their lives – disposing of waste, cleaning streets, allowing people to transact in more convenient ways, resolving issues promptly in the most cost effective way.

We must shift our approach to earlier intervention and demand management. Managing the rising demand on services requires a step change in the Council's approach to early intervention and prevention. Across the public sector, we need to work with residents to prevent problems rather than treating the symptoms when they materialise.

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

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

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

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

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

2. Committee context

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

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

The Council's aim is to build on the strong sense of community to encourage wellbeing, to act early when giving support to the most vulnerable or at risk. We will develop the work of the Community Safety Partnership and support our partners to address crime and anti-social behaviour.

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

Through the implementation of a new Community Participation strategy, the Council will support voluntary and community activity in the borough and get local people more involved in the design and delivery of services and outcomes.

The Crime and Disorder Act 1998 places a duty on statutory agencies, including Local Authorities to consider the impact their decisions and services will have on Crime and Anti-social behaviour (ASB). This duty includes establishing a partnership community safety board (Barnet Safer Communities Partnership Board).

As well as directly delivering services and interventions to respond to crime and ASB, Barnet Council takes the lead in co-ordinating the partnership approach and commissioning partnership services to support the delivery of the Community Safety Strategy.

Although the partnership agenda and the Community Strategy is agreed and overseen by the Safer Communities Partnership Board, the Community Leadership Committee plays a key role in community safety as it relates to the contribution and community safety related statutory duties specifically related to the Council.

The Council, along with its partners on the Safer Communities Partnership, will work to ensure that Barnet remains one of the safest boroughs in London. Our Community Safety Strategy will focus on supporting victims of crime, managing offenders to reduce their offending and directing partnership resources to the high crime and ASB areas in the borough. This strategy is underpinned by commitments to: reduce

crime; reduce the fear of crime; and, especially, working to support the most vulnerable in the community to be free from the fear of crime and anti-social behaviour. Domestic Violence and Violence against Women and Girls will remain one of the key strategic priorities for the partnership.

Committee Outcomes

Priority	Key Outcomes
Safe communities	<ul style="list-style-type: none"> • Crime levels in the borough remain low and people feel safe to live and work in Barnet. • Victims of crime and anti-social behaviour are well supported. • Offenders are effectively managed by public sector agencies and as a result re-offending rates are low. • Locations in the borough that experience persistent crime and anti-social behaviour are made safer through a partnership response.
Strong communities	<ul style="list-style-type: none"> • Residents and community groups are independent and resilient and take on responsibility for their local areas. • Communities are stronger and more cohesive.
Active, involved communities	<ul style="list-style-type: none"> • Residents and community groups are more involved in designing and delivering services and functions, in areas where there is a clear rationale for this and where the community may be better placed to do so • Residents have more options available for delivery of services and outcomes.
Emergency preparedness	<ul style="list-style-type: none"> • The borough is well prepared for an emergency and responds quickly and appropriately when any arise.

The Commissioning Plan has been developed in sections for the following service components that make up the CLC’s remit:

- Community Safety.
- Community Participation.
- Emergency Planning.

Service component: Community Safety

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

Barnet has established effective joint working arrangements through the the Safer Communities Partnership and will continue to promote the work of the partnership and provide it with strategy, policy and operational advice and direction.

The Council leads on the performance management of the Safer Communities Strategy and Partnership. A quarterly performance dashboard incorporating performance across the Partnership and reflecting the activities of the Community Safety Strategy is presented as a standing agenda item at the Safer Communities Partnership Board.

The dashboard provides information about quarterly trends in the Borough, benchmarking this against the London average and against other similar London boroughs.

The Council also produces an annual strategic crime needs assessment which measures the impact the strategy and partnership activity has had on crime and anti-social behaviour in Barnet, identifies areas for improvement and highlights the partnership priorities for the coming twelve months. A summary of the strategic assessment is published on-line.

Performance management and the annual refresh of the Community Safety Strategy is also supported by consulting with the community on crime and ASB that impacts on them the most and the Councils resident perception survey. This enables the partnership to ensure it takes into account the needs of our local residents and businesses.

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

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

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

Commissioning intentions:

	Commissioning intention	Intended impact
1	Through leadership of Barnet's Safer Communities Partnership provide strategic direction to community safety and impetus to improve and enhance initiatives and services to deliver the Safer Communities Strategy.	- Maintain low levels of crime, reduce the fear of crime and increase community confidence in the police and Council's response to anti-social behaviour and crime.
2	Move the CCTV service to a revenue neutral position at the end of the current service, preferably through the identification of alternative partnership funding sources to maintain the benefits of service – reduction in crime, reduction in the fear of crime, improved detection and sanction rates.	- Alternative funding solution as opposed to the council 100% funding the service.
3	Ensure a co-ordinated partnership approach to address anti-social behaviour which follows a risk based approach. Establish the Multi-Agency Risk Assessment Conference (MARAC), the Community Trigger and the Community Remedy.	- Effective implementation of the Anti-Social Behaviour, Crime, and Policing Act 2014. - Introduction of a multi-agency approach that is victim and community centred, to respond to repeat incidents of anti-social behaviour: to include the
4	Ensure a co-ordinated partnership approach to address domestic violence (DV) and violence against women and girls (VAWG) with a clear focus on partnership, prevention, protection and provision. Develop effective working across the Adults and Children's Safeguarding Boards and the Safer Communities Partnership Board.	- Victims feel confident in reporting DV and VAWG, and therefore an increase in reports across the partnership; a reduction in repeat DV victims; and improved sanction and detection rates. - The impact DV and VAWG has on vulnerable adults and children is addressed.
5	Address the impact crime and anti-social behaviour has on young people in partnership with the Children's Safeguarding Board.	- Prevent and safeguard young people from being victims or offenders of crime and anti-social behaviour (ASB).

	Commissioning intention	Intended impact
6	Ensure a co-ordinated approach to the management of offenders by agreeing a joined up approach across the partnership and the new offender management services delivered through the National Probation Service and the Community Rehabilitation Company	<ul style="list-style-type: none"> - A reduction of re-offending and therefore a reduction in crime and the number of victims of crime. - Rehabilitation process which addresses and changes the behaviour of those who commit crime.
7	Address under-reporting of hate crime, especially where it relates to the most vulnerable groups.	<ul style="list-style-type: none"> - Multi-agency review of systems in place to encourage and enable the reporting of hate crime. - The review to be conducted in partnership with the voluntary and community sector including the Communities Together Network and the Multi-Agency Faith Forum. - Deliver this work in partnership with the Adult Safe Guarding Board.

These commissioning intentions will contribute to the following outcomes:

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

Outcome measures

The Mayor's Office for Policing and Crime is responsible for setting police and crime targets and has set an overarching London target of a 20% reduction of the MOPAC 7¹ crimes by 2016.

There are no targets for individual crime types or anti-social behaviour (ASB).

Domestic violence, rape, other sexual offences or hate crime also have no targets as these currently attract low reporting rates. Instead of setting targets, the intention is to drive up reporting while driving down the incidence of crime.

Targets will be set by MOPAC for 2016/17 to 2019/20; this may be after the mayoral elections taking place in May 2016.

Local performance is tracked by MOPAC and is available to view through their online MOPAC Crime Dashboard.

¹ The 7 MOPAC crime types refer to Burglary, Vandalism, Criminal damage, Theft of motor vehicle, Theft from motor vehicle, Violence with injury, Robbery and theft from the person.

Measure	Baseline 2014/15	2015/16 target
Level of MOPAC 7 crimes (2014/15 Baseline not available until April 2015)	As at February 2015 there has been a 21.9% reduction	20% reduction
Number of repeat victims of domestic violence.	Decrease - compared to the 2013/14 baseline of 8.9% (No target set)	Decrease (No target set)
Domestic violence with injury sanction and detection rates.	Increase – compared to the 2013/14 baseline of 55% (No target set)	Increase (No target set)
Percentage of people reporting the extent to which they are very/fairly worried about ASB in their area.	Decrease- compared to Spring 2014 baseline of 26 % (No target set)	Decrease (No target set)
Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	Increase- compared to the 2013/14 baseline of 68% (No target set)	Increase (No target set)
Number of hate crimes reported	Increase- From 2013/14 baseline of 50 (No target set)	Increase (No target set)
Repeat offending of those on the probation caseload	Decrease (No Target set)	Decrease (No Target set)

Equalities Measure	Target - 19/20
% of respondents to the Residents' Perception Survey who agree that people from different backgrounds get on well together in Barnet. ²	Remain at or above 85%.
% of respondents to the Residents' Perception Survey who feel that there is not a problem/not a very big problem with people not treating each other with respect and consideration. ³	Remain at or above 78%.

² This measure also to be disaggregated by characteristics protected under the Equality Act 2010.

³ This measure also to be disaggregated by characteristics protected under the Equality Act 2010.

Financial impact

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

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

This saving is made up of the following components:

	14/15	15/16		19/20
Moving to a nil revenue contribution to CCTV from the Council	-	-		£0.8m
Not renewing the Council's subscription to MOSAIC software	-	-		£9,000

Service component: Community Participation

Through improved Community Participation, Barnet Council aims to:

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

These aims will increase people's independence and resilience, which has benefits in its own right – enabling them to increase their skills and abilities, and helping the communities in which they live to become stronger and more cohesive. This in turn reduces demand on the public sector, which will be vital in times of continued austerity. Stronger partnerships between the community and the Council will mean that service users benefit from community providers' strong local connections and that the Council can both shape its services more effectively to local need, and deliver them more efficiently.

Community activity and participation will be a vital enabler for the delivery of a number of the Council's commissioning priorities, particularly in social care for both adults and children, but also across its place-based services. Certain foundations will need to be put in place to facilitate this – especially at the scale and pace required over the next five years – and while various initiatives are going on across the Council which support this agenda, unless action is taken to bring them together and make them work in a coordinated way the Council will not realise their full benefits.

The Council will work with communities to ensure that community capacity is supported and used to its full potential. This Committee, in its community leadership role, will ensure the Council works as effectively as possible to support and develop community capacity, including at those points where will be most critical to the success of commissioning plans, for example:

- Setting up a new database of voluntary and community organisations in the Borough to improve our information about local communities, supporting implementation of the Care Act and Universal Credit
- Making our procurement processes more user-friendly, using our spending power to increase the range of local suppliers and support ambitions to develop more community-based services in adults' and children's social care
- Using our resources and assets to support communities, including coordinating our grants and funding, and making sure the Council's community assets are used to their full potential.

Commissioning intentions:

	Commissioning intention	Intended impact
1	Devise a framework for coordinating the Council's community engagement activity to make it more	- Relationships between the Council and the community are strengthened. - Engagement routes are coordinated and

	targeted and efficient.	work together to promote increased community participation.
2	Create a clear and coordinated package of measures by which the Council can support community activity, including grant funding, use of assets, and officer time.	<ul style="list-style-type: none"> - Increase in organised resident and community activity. - Resident and community groups are more sustainable. - Resident and community groups have a clear understanding of the support available to them from the Council, and make use of it.
3	Agree an implementation plan for the transfer of appropriate services or functions into community ownership or delivery.	<ul style="list-style-type: none"> - Voluntary and community groups are empowered to deliver services and outcomes on the Council's behalf. - Services are available according to the most appropriate model to meet local need - Outcomes are improved for service users.

These commissioning intentions will contribute to the following outcomes:

- Strong communities
- Active, involved communities

Outcome measures

Measure	Baseline – 14/15	Target - 15/16	Target - 19/20
Residents responding 'A great deal/To some extent' to Residents' Perception Survey question: The Council acts on the concerns of local residents.	50%	50%	52%
Residents responding 'Very strongly/Fairly strongly' to Residents' Perception Survey question: How strongly do you feel you belong to your neighbourhood?	74%	74%	77%
Residents responding 'Strongly agree/Tend to agree' to Residents' Perception Survey question: To what extent would you agree or disagree that people pull together to help improve their area?	49%	51%	56%
Residents responding 'Strongly agree/Tend to agree' to Residents' Perception Survey question: To what extent would you agree or disagree that your neighbours help each other out	80%	80%	85%

when needed?			
Proportion of residents reporting that they volunteer at least once a week or once a month via Residents' Perception Survey. ⁴	28%	29%	35%
Number of volunteer-led initiatives such as Adopt a Place up and running ⁵	19	23	45
Number of registered charities registered as suppliers with the Council ⁶	1,932	1,980	2,500

Service component: Emergency planning

Commissioning intentions:

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

⁴ All Residents' Perception Survey measures baselined from the Spring 2014 survey and the data will also be disaggregated by characteristics protected under the Equality Act 2010. Targets have been developed with reference to trend data and will be kept under review and refreshed annually.

⁵ Baseline set February 2015 and includes Adopt-a-Place, Community Libraries, Friends of... groups, Town Teams

⁶ Baseline set February 2015

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

These commissioning intentions will contribute to the following outcomes:

- Safe communities
- Active, involved communities
- Emergency preparedness

Outcome measures

The survey which measures these outcomes is carried out biennially and the intervals between target years have been chosen to reflect this.

Measure	Baseline – 14/15	Target – 16/17	Target - 18/19
Communities are better prepared and more resilient during incidents – measured by increase in % of people answering YES to question: Do you have any preparations or plans in place for you or your family in case of a local emergency incident? ⁷	9%	15%	25%
Vulnerable people are better prepared and aware of the assistance they can expect during emergencies – measured by % increase in the number of people who answer ‘very aware’ or ‘fairly aware’ to question: Before today how aware were you of the following aspects of emergency planning in Barnet?	35%	45%	55%
Communities more aware how to prevent emergency situations and thereby improve community resilience - measured by increase in number of people who answer ‘very aware or fairly aware’ to question: How aware were you before today of the Council’s designated web page	14%	20%	25%
Increased awareness by residents of multi-agency emergency planning, preparedness and response in future citizens panel surveys – measured by an increase in total number of people responding to survey and an increase in the proportion responding ‘very aware or fairly aware’ to all questions.	37%	45%	55%
Faith and community groups more engaged in resilience activities such as the Borough Resilience Forum and the Communities Together Network.	Unquantifiable in % terms	Increase in membership	Increase in membership

⁷ All but the last measure are taken from the Emergency Planning: Warning and Informing Survey carried out with the Citizens’ Panel in July 2014.