

# COMMUNITY LEADERSHIP COMMITTEE

## Commissioning Plan 2015 – 2020

### 2017/18 addendum & targets

This document is an addendum to the **Community Leadership Committee Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2017/18. The full Commissioning Plan can be found here: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

## 1. CONTEXT FOR COMMISSIONING PLAN

[to be finalised]

## 2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council's Corporate Plan sets the framework for each of the Theme 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 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 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 offset the impact of budget reductions and allows the council to invest in the future infrastructure of the borough.

**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.

## 3. CORPORATE PLAN PRIORITIES

The **principles** of **Fairness**, **Responsibility** and **Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

### Fairness

- fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer
- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020 (as at March 2016), we will target resources on those most in need and support residents to stay independent for as long as possible

- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

### Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services**, and striving to continuously improve the standard of services
- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

### Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

## 4. VISION FOR COMMUNITY LEADERSHIP

Through the decisions and strategies agreed through the Community Leadership Committee, the council's vision for the community is that:

## Safe Communities

- 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 safe through a partnership response.

## Strong and Active Communities

- Communities are stronger and more cohesive.
- 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.
- Residents and community groups are independent and resilient and take responsibility for their local areas.

## Emergency preparedness

- The borough is well prepared for an emergency and responds quickly and appropriately when any arise.

## 5. COMMISSIONING PRIORITIES

### Summary

- Ensure a co-ordinated partnership approach to address persistent anti-social behaviour and crime to reduce the impact on victims, communities and reduce the unnecessary demand on council and partnership resources.
- Ensure a co-ordinated partnership approach to address domestic violence and abuse (DVA) and violence against women and girls (VAWG) with a clear focus on reducing repeat victimisation, partnership, prevention, protection and provision.
- 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.
- 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.
- Ensure a co-ordinated, strategic and stable relationship with the wider voluntary, community and faith sector through the Communities Together Network and the All Parliamentary Party Faith Covenant.
- Through the Community Participation Strategy, continue to monitor and develop approaches that facilitate and enable individuals and communities to become more resilient and independent.
- The priorities of the Safer Communities Partnership include 'Keeping young people safe'. This is delivered through a multi-agency gangs action plan led by Barnet Family Services. Barnet YOT Management Board (a multi-agency Board) also provides quarterly reports to the SCPB on the partnership performance for youth offending and diversion.

## Safe Communities

**Crime levels in the borough remain low and people feel safe to live and work in Barnet.**

- 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.
- We will review the council's future approach to delivering a CCTV service in Barnet- ensuring it is effective, value for money, reduces duplication and generates income.
- Ensure a co-ordinated partnership approach to crime, anti-social behaviour (ASB) and environmental crime, through the Community Safety MARAC and the Community Safety Hub.
- 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.
- Address the impact crime and anti-social behaviour has on young people in partnership with the Children's Safeguarding Board.
- Ensure a co-ordinated approach to the management of offenders to reduce re-offending.
- Having reviewed and established Hate Crime Reporting Centres in Barnet ( a joint initiative across the Safer Communities Partnership Board and the Adult Safeguarding Board) to continue to build and sustain the network of reporting centres.
- Developing systems and partnership work focused on keeping young people safe.
- Implementing the corporate enforcement policy through auditing existing council approach to enforcement, developing a corporate performance management framework and reporting annually to the policy and resources committee on the annual performance across the council.
- To ensure that local authority staff expand their response to safeguarding and receive the training required to identify and prevent: vulnerable people being radicalised, individuals being subjected to domestic abuse, violence against women and girls.

## Strong and Active Communities

**Resilient and cohesive communities, which are involved in the design and delivery of services**

- Devise a framework for coordinating the council's community engagement activity to make it more targeted and efficient.
- Create a clear and coordinated package of measures by which the council can support community activity, including developing new approaches to regional grant funding, use of assets, and officer time.
- Continue to develop the council's strategic approach to volunteering to ensure the council engages residents to create real and measurable impact in their own communities.
- Agree an implementation plan for the transfer of appropriate services or functions into community ownership or delivery.

## Emergency preparedness and resilience

**The borough is well prepared for a range of emergencies and multi-agency partners respond quickly and appropriately when incidents arise.**

- Through joint leadership of the Barnet Borough Resilience Forum (BBRF) with London Fire Brigade, the borough is able to plan and prepare for emergencies both strategically and operationally by involving multi agency resilience partners in targeted planning, training and exercising.
- Working with other responders via the BBRF, create impetus for community resilience to enhance initiatives to improve public understanding of and involvement in emergency planning across the borough.
- Through targeted warning and informing messages the BBRF are encouraging local communities to become involved in emergency planning, preparedness, resilience and response to local incidents.
- By developing a BBRF Information sharing Framework the BBRF have ensured a multi-agency approach to identifying and supporting vulnerable residents during emergency situations with a clear focus on prevention and partnership working.

## 6. KEY SUCCESSES FROM PAST YEAR

### Safe Communities

- Continued work to formalise joint working across the police and council in terms of **responding to cases** involving persistent anti-social behaviour, crime, domestic violence and violence against women and girls.
- Domestic Violence and Violence Against Women and Girls (VAWG) services were commissioned. And a new strategy is due to be published in 2017.

### Strong and Active Communities

- The **Barnet Community Directory** was completed and launch. The Directory of voluntary and community organisations in the borough was developed in partnership with representatives of the sector. The Directory enables organisations to promote the work that they do and provides the council with an improved understanding of the work of the sector.
- The re-focused **Communities Together Network** was established and reported on its first year via an annual report to the Community Leadership Committee, and its own Steering Group. The CTN provides a strategic opportunity for discussions on issues that matter to the sector, and a networking opportunity.
- The council's **Employer Supported Volunteering scheme** was launched in April 2016, with an evaluation to take place in spring 2017.
- Guidance to organisations on **Responsible Business practices** and opportunities to support local communities has been published, with additional promotion to take place in 2017.

### Emergency preparedness and Business Continuity resilience

- The Emergency Planning team successfully completed the **Minimum Standards for London Audit** to show emergency preparedness and resilience across the range of capabilities required of a Local Authority.
- Further advances in **engagement with the local Faith communities** into resilience planning and response.
- **Annual Business Continuity Exercise** delivered with Barnet delivery units and partners focusing on a pandemic influenza and long term loss of staff scenario.
- **Borough Resilience Forum** held their annual multi agency exercise testing a local flooding

scenario in which partners and Business Continuity leads took part.

- 20 new **Emergency Rest Centre Volunteers** signed up from staff across the council and partner Barnet Homes.

## 7. STRATEGIC PARTNERSHIPS

The Barnet Safer Communities Partnership (BSCP) is a statutory Community Safety Partnership set up under Section 5-7 of the Crime and Disorder Act 1998. The BSCP Board brings together organisations and agencies to jointly to protect the community from crime and anti-social behaviour and help people who live, work or visit Barnet feel safer.

The statutory members of the BSCP Board are Barnet Council, the Metropolitan Police, the Community Rehabilitation Company (CRC), the National Probation Service, the London Fire Brigade and Public Health. There are also a number of non-statutory board members including voluntary and community sector organisations. The members of the Barnet Safer Communities Partnership are jointly responsible for delivering the objectives set out in the Barnet Safer Communities Partnership Strategy 2015-2020.

The Barnet Safer Communities Partnership mission is to: Ensure Barnet remains one of the safest boroughs in London. It seeks to accomplish this by working in partnership with the local community, businesses and partner organisations so that there is a focus on: supporting victims of crime; managing offenders to reduce their reoffending; and directing partnership resources to the areas with higher rates of crime and antisocial behaviour.

During 2016 Barnet Safer Communities Partnership Board and the Barnet Adults Safeguarding Board worked closely together with the police, Barnet Mencap and local voluntary and community organisations to improve access to justice for victims of hate crime. This work involved launching new Hate Crime Reporting Centres across the borough in order to raise awareness about hate crime and make it easier for victims to come forward to report hate crime.

## 8. TRANSFORMATION PROGRAMME

The council's *transformation programme* will help to deliver the savings required by the Medium Term Financial Strategy. The key benefits of the Central Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

### Key benefits

Area	Key benefit
Community Participation	<p>The Strategy's objectives are to increase the level of community activity across the borough; build stronger partnerships between the community and the council; co-ordinate and improve the support the council gives to communities; and help the council take more account of community activity when making decisions about how to deliver against the borough's activities.</p> <p>Residents and community groups will be more independent and resilient,</p>

Area	Key benefit
	increasing individual wellbeing and community cohesion, improving outcomes, and resulting in less demand on council services. Residents and community groups will be able to deliver more, and to take on more responsibility for their local areas. Services will offer more choice and be better matched to local need – the market will have developed a more diverse range of services, providers and delivery routes. Community providers will use their local links (and, in some cases, greater flexibility) to tailor provision to fit local need and the council will use engagement with them to shape its own services more effectively and deliver them more efficiently. The council and the community will work together to make sure community capacity is supported and used to its full potential.

### Transformation Programme cost and Medium Term Financial Plan benefits

Project	Total cost	Total financial benefit
Community Participation	£100,000	Increase levels of participation and independence from council provision by: improving information about local communities; making more use of current community capacity; using our purchasing power; exploring the benefits of working locally; building relationships between the VCS and the council; and using our resources and assets more effectively.
<b>Total</b>	<b>£100,000<sup>1</sup></b>	

The financial savings of £0.243m are still on track as supported by the current 2017/18 budget process; however this saving is not due to come into place until 2019/20.

---

<sup>1</sup> Total portfolio costs includes an apportionment of central programme costs, contingency and legal advice

## 9. INDICATORS FOR 2017/18

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: **Delivering quality services** (Responsibility); **Responsible growth, regeneration and investment** (Opportunity); **Building resilience in residents and managing demand** (Fairness); **Transforming local services** (Opportunity); and **Promoting community engagement, independence and capacity** (Responsibility).

**Key:**

CPI = Corporate Plan Indicator  
SPI = Commissioning Plan Indicator

### Promoting community engagement, independence and capacity (Responsibility)

**SAFE COMMUNITIES - Crime levels in the borough remain low and people feel safe to live and work in Barnet.**

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	
CPI	NEW – TBC	Overall crime rate in Barnet – Total Notifiable Offences <sup>2</sup>	NEW FOR 2017/18	NEW FOR 2017/18	<b>Sustain reductions</b>	Sustain reductions	Commissioning Group
CPI	CG/S4 (RPS - Annual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68%	Not reported – due Q2 17/18	<b>68%</b> (Spring Only)	68%	Commissioning Group
SPI	CG/C2	Number of repeat cases of Domestic Violence to MARAC	Monitor	11.4%	<b>Monitor</b>	Monitor	Commissioning Group – Community Safety
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Increase	34.1%	<b>Monitor</b>	Increase	Commissioning Group – Community Safety
SPI	CG/C27	Racist & Religious Hate Crime	Monitor	655	<b>Monitor</b>	Monitor	Commissioning Group – Community Safety
SPI	CG/C4	Proven re-offending rate (Ministry of Justice)	Decrease	21.5%	<b>Monitor</b>	Decrease	Commissioning Group – Community Safety

<sup>2</sup> Targets will be set once the policing plan is issued in spring 2017.

**STRONG AND ACTIVE COMMUNITIES - Resilient and cohesive communities, which are involved in the design and delivery of services.**

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their local area	74%	76% (Autumn 2016)	75% (Autumn Only)	77%	Commissioning Group
CPI	CG/S9 (RPS - Annual)	Percentage of residents that volunteer at least once a month	29%	Not reported – due Q2 17/18	29% (Spring Only)	35%	Commissioning Group
CPI	CG/S10 (RPS - Annual)	Percentage of residents who agree that people pull together to help improve their area	53%	Not reported – due Q2 17/18	54% (Spring Only)	56%	Commissioning Group
CPI	CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live	90%	85% (Autumn 2016)	90% (Autumn and Spring)	90%	Commissioning Group
SPI	CG/C5 (RPS - Annual)	Percentage of residents who agree that people from different backgrounds get on well together in Barnet	Remain at or above 85%	81% (Autumn 2016)	85% (Spring Only)	85%	Commissioning Group
SPI	CG/C6 (RPS - Annual)	Percentage of residents who feel that there is not a problem/not a very big problem with people not treating each other with respect and consideration	Remain at or above 78%	Not reported – due Q2 17/18	81% (Spring Only)	81%	Commissioning Group
SPI	CG/C7 (RPS - Annual)	Residents responding 'A great deal/To some extent' to question: the council acts on the concerns of local residents.	53%	Not reported – due Q2 17/18	50% (Spring Only)	52%	Commissioning Group