

CORPORATE CHANGE PROGRAMME- STRATEGIC REVIEWS

REPORT OF:

Nick Walkley- Chief Executive, LBB

SUMMARY AND PURPOSE OF REPORT:

Barnet's Change programme –Strategic Reviews

INPUT REQUESTED FROM BARNET PARTNERSHIP BOARD:

(i) To support engagement of partners in the issues identified by the Strategic Reviews to date.

(ii) To endorse the following specific decisions resulting from the Strategic Reviews' work to date:

- a) the Community Safety Board's decision to map community safety-focussed spend across all public sector bodies;**
- b) the principle that the community-safety focussed spend, across agencies, should be aligned with the Safer Communities Strategy and the related strategic review;**
- c) the mapping and assessing early intervention and prevention initiatives across the borough;**
- d) the principle that health and social care services should be integrated in a targeted manner (if this is endorsed by the Health and Wellbeing Board on 31st May 2012);**
- e) the principle that leisure facilities should be opened up for the general public's use wherever possible;**
- f) a review of what Barnet's citizens want, in the long term, from those services which ensure we have a clean and safe street scene.**

(iii) To agree use of the Board as a forum for addressing barriers to collaborative working

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Further Details:

1. Barnet's public sector is facing a period of ongoing financial and service delivery challenge. With the UK experiencing continued low rates of growth, austerity-led financial settlements are expected until at least 2017. In parallel to this, demand for public services is rising as the population of the borough grows. Notably, large increases are

forecast in the number of people who often require intensive support, such as young children and the very old. The public expects, however, that the quality of service it receives from the public sector keeps pace with that available from commercial organisations. This is reflected in decreasing public satisfaction with services which, when objectively measured and reviewed, are found to be improving.

2. This diagnosis of the challenges faced by Barnet's public sector is not new. In November 2010, the Council's cabinet endorsed the 'One Barnet Framework', which provides a consistent and comprehensive approach to continuing to improve service delivery to the borough's citizens in this difficult environment. This framework is based on three principles:
 - A new relationship with citizens;
 - A one public sector approach; and
 - A relentless drive for efficiency.
3. The Council is currently going through a major period of change as it delivers against this framework. Through its One Barnet programme, the Council will have removed over £16m from its base budget by 2014/15. In part, this is being delivered by well-publicised outsourcing initiatives, but the savings are also the product of the development of a range of innovative services with a range of partners. A prime example is the collaboration with Barnet Homes to create a Local Authority Trading Company with responsibility for social housing, the management of housing needs, and the delivery of specialist social services for disabled adults. Another is the forthcoming creation of a shared legal service with the London Borough of Harrow. The change has also included the development of community-led services, such as Community Coaching, Pledgebank, the work of the Centre for Independent Living and community-run allotments and libraries.
4. While the scale and variety of these changes is unprecedented, the Council recognises that they are not, on their own, sufficient to address the challenges Barnet's public sector faces. It is feared that the coming Comprehensive Spending Review will be as challenging as its predecessor, requiring that all public agencies make significant further budget reductions. To prepare for this the Council is conducting a further series of strategic reviews, examining:
 - Community Safety;
 - Early Intervention;
 - Health and Social Care Integration;
 - Leisure;
 - The Street Scene.
5. For each of these, a business case is being developed. The work to date highlights common themes on how the One Barnet Framework's

principles can be delivered in these areas of public service (outlined in the table below).

A new relationship with citizens	A one public sector approach	A relentless drive for efficiency
<p>Delivered through:</p> <ul style="list-style-type: none"> • healthy individuals and communities; • an effectively designed public realm; • cohesive communities that feel safe; • local involvement in, ownership and tailoring of support; • personal responsibility and independence. 	<p>Delivered through:</p> <ul style="list-style-type: none"> • coherent joint governance of changes; • making effective shared use of evidence and insight. 	<p>Delivered through:</p> <ul style="list-style-type: none"> • a focus on public satisfaction; • active, coordinated, management of levels of demand; • optimising use of resources across the public sector.

6. There is a direct role for many Partnership Board members in the shaping, running and delivery of the work proposed through these reviews. This ranges from formal joint work to integrate specific services (such as specific specialist community health services), to broader collaboration between wide networks of groups to promote shared aims (such as healthy lifestyles).
7. At this early stage, we are keen to involve Barnet Partnership Board members in a variety of pieces of work designed to build understanding of how public services are delivered across the borough and where collaboration could deliver significant improvements. We also hope that the Partnership Board will endorse a number of high level principles which have emerged from the work to date. Specifically, we ask for endorsement of the following:
 - the Community Safety Board's decision to map community safety-focussed spend across all public sector bodies;
 - the principle that the community-safety focussed spend should, across agencies, be aligned with the Safer Communities Strategy and the related strategic review;
 - the mapping and assessing early intervention and prevention initiatives across the borough;
 - the principle that health and social care services should be integrated in a targeted manner (if this is endorsed by the Health and Wellbeing Board on 31st May, 2012);

- the principle that leisure facilities should be opened up for the general public's use wherever possible;
 - a review of what Barnet's citizens want, in the long term, from those services which ensure we have a clean and safe street scene.
8. There is also a valuable role that the Partnership Board can play, addressing barriers to the projects as they arise and require direct intervention from the most senior leadership to ensure that parochial interests do not undermine the achievement of wider benefits for the people of Barnet.

APPENDIX A: BRIEF SUMMARIES OF THE STRATEGIC OUTLINE CASES FOR SERVICE REVIEWS

1 Community Safety

- 1.1 As a successful London suburb, Barnet's prosperity is dependent on being a place where people aspire to live. Consequently, it is of concern that crime is a reported as a significant issue by our residents. Recent Residents' Perception Survey and Barnet Crime Survey results found that 29% of respondents list crime as one of their top three concerns, and that 70% of respondents are 'fairly' or 'very worried' about becoming a victim of domestic burglary.
- 1.2 Barnet's Safer Communities Strategy provides a strong base for addressing both crime and the fear of crime. In addition to this, it is proposed that further initiatives are supported to:
- develop a '**crime prevention model**', which balances the current focus on law enforcement with work designed to harness community involvement and multi-agency working to address underlying causes of crime;
 - enhance Barnet's model of '**Integrated Offender Management**' so that tailored services, including a wide range of professionals such as housing, health and employment specialists, are developed for individuals who are not covered by statutory provision (such as those serving less than 12 months in prison);
 - introduce focussed initiatives to help people to feel safe, including a focus on **alcohol related anti-social behaviour** and greater community involvement in **CCTV** and keeping parks clean and safe.
- 1.3 The work to date has identified that the Council spend £3.6m a year on community safety. It is known that there is significant parallel spend in other agencies, and the Community Safety Partnership has commissioned the mapping of this spend. We would welcome the Partnership Board's endorsement of this decision. We would also welcome the Partnership Board's endorsement, in principle, of the reprioritising of the mapped spend to achieve the outcomes specified in the Safer Communities Strategy and this strategic review.

2 Early Intervention

- 2.1 Early intervention and preventative services are often seen as being at the core of future public service delivery, as they simultaneously support people in living happy and fulfilled lives while decreasing overall state spending. Research suggests that failure to promptly and effectively support a 20 year old victim of abuse could lead to avoidable government spend of £4.8m by the time that person is 65.¹

¹ Based on OPM research.

- 2.2 Successful preventative work is complex, however, requiring ongoing commitment to sharing of data, resources, and the creation of an ethos across the public sector that it is everyone's responsibility to report and address early concerns that individuals may be slipping into chaotic lifestyles.
- 2.3 There are currently a wide range of early intervention and prevention initiatives running across the borough. We are currently trying to map these, and assess the degree to which they combine into a comprehensive preventative approach to supporting Barnet's citizens. We would welcome Partnership Board member support in mapping and assessing all such activity.
- 2.4 We would also welcome the opportunity to present back to the Barnet Partnership Board on progress on this key project in the autumn of 2012.

3 Health Integration and Demand Management

- 3.1 With an aging population, and as people with chronic health conditions live longer, the number of Barnet residents who will require support from both health and social care agencies is growing. While integration of services should not be seen as a panacea, there is national evidence to support the thoughtful and targeted integration of service delivery.
- 3.2 Integration can take many forms, from joint commissioning, through carefully aligned 'patient journeys', to the physical co-location and collaboration of health and social care professionals. On 31st May 2012, the Health and Wellbeing Board are considering a strategic commitment to the targeted integration of health and social care provision in the borough.
- 3.3 We would welcome the Partnership Board's endorsement of this decision, subject to its approval by the Health and Wellbeing Board.

4 Leisure

- 4.1 As an affluent borough with a plethora of open spaces in which to exercise, levels of physical activity in Barnet are surprisingly low. The Borough ranks 23rd out of London's 33 boroughs for levels of adult physical activity, and below the national average for children. Worryingly, levels of activity are lowest in more deprived parts of the borough.
- 4.2 To address this, it is proposed that leisure services are placed at the centre of Barnet's public health strategies. We intend to use them as a key means of achieving priority health outcomes. We will work with a network of private sector leisure providers, charities and community

groups to broaden the range of activities available in the borough, with an increased focus on community-led initiatives.

- 4.3 One key element to broadening the range of activities available is increasing general community use of leisure facilities currently dedicated to specific organisations. Examples include community use of school swimming pools, gyms or playing fields and also general access by community groups to meeting rooms in public buildings such as health centres. We would welcome the Partnership Board's support for the principle that these facilities should be made as widely available for public, health-based activities as possible.

5 Street Scene

- 5.1 Barnet is one of the seven constituent authorities of the North London Waste Authority. We are committed to an Inter-Authority Agreement which includes reaching a recycling rate of 50% by 2020. Failure to meet this target would have reputational and financial implications for the Council, as Barnet will be charged per tonne of residual waste created in the borough. The borough's current recycling rate is 33% which, while above the London average, places Barnet as the 281st performing borough out of 358 authorities. Modelled scenarios show that an increase to 37% would deliver annual savings of £1m, while a recycling rate of 52% would save £7.2m per annum.
- 5.2 Earlier in 2012 the Council worked with over 100 residents to review our waste and recycling collection methodology. Building on this, Cabinet has agreed to a number of changes to increase our recycling rate. This strategic review focuses on the implementation of these changes. It also builds on it through an early investigation of what the residents of Barnet want, in the long term, from the services which work to make Barnet a clean, green, borough.
- 5.3 This review will aim to engage elected members, residents, local businesses, and all key partners. We would welcome Partnership Board members' involvement in this process.