



# The Barnet Prevention Framework & Fund

2021-2025

Last updated: 03/03/22

# 1 - Our Vision and Principles

# Our prevention vision

**Enable our residents to enjoy Barnet, stay well and achieve their best potential**

Our ambition for all those that are born, grow, live, learn, work and age in Barnet is to have the fair opportunity for healthy, fulfilling lives in thriving, safe and prosperous communities. This is expressed in all four Priorities of the Barnet Plan.

To support Barnet to thrive, be family friendly, healthy, and clean, safe and well run, we will mobilise our system-wide leadership to **embed prevention, as a golden thread, in all that we do**. We will be informed by insight and intelligence on both where to focus our efforts (to enable our residents to enjoy the place, stay well and achieve their full potential) and the impact this has had on them.

## Purpose of the framework and mission

- **To define clearly what prevention means in Barnet:** A clear definition of what prevention looks like in Barnet that goes beyond our statutory duties and in line with our place-based approach to reducing health inequalities
- **To embed a prevention focussed culture at Barnet:** We are a prevention focussed organisation and our culture reflects this and we make decisions about strategy and policy through the lens of our preventive ambitions. We are advocates of prevention in everything we do
- **To achieve recognition that all services have a part to play implementing this framework and commitment towards delivering this** by working in more preventive ways and that includes partners and key stakeholders; recognising that this may require additional focus, commitment and investment in resources
- **To support and contribute to the success of the Barnet Plan and underlying Priorities,** recognising prevention as an outcome of all workstreams



# What does prevention mean for Barnet

**“The best way to ensure that residents can live healthy and fulfilling lives, in safe and thriving communities, is to tackle problems before they arise – a focus on prevention.”**

– The Barnet Plan 2021-2025

In Barnet, we will aim to provide the right support at the right time, with the right environment and resources to help people thrive and be independent, whether this be ensuring their housing or business environment is right, that educational attainment or job opportunities are the best they can be, or that people age well and can remain independent of care services for as long as possible.

**Thus, the aim of the prevention framework is to develop and implement a whole system approach spanning across all services delivered by Barnet.**

## Defining Prevention

Prevention is not about rationing or restricting access to services or limiting service provision. It includes:

- **Being universal:** Engage, empower and support all individuals, communities and society, at all stages of their lives, at any point
- **Encouraging self-serve and resilience:** Identify, self-serve and seek effective solutions
- **Identifying problems earlier:** Avoid adverse outcomes by identifying problems earlier
- **Investing to save:** Reducing costs by taking an invest to save approach
- **Ensuring all services encourage prevention:** Going beyond statutory duties and being equally accessible to all.

## Why prevention?

The benefits of prevention go beyond improved lives for individuals and reduced pressure on services. The consequences of investment in prevention can have a positive impact on the economic prosperity and social wellbeing of the borough. All Council staff have a role to play in embracing and supporting prevention. This extends, but is not limited, to Members, staff, providers and partners, statutory, non-statutory, independent, private and third sector organisations.

## How can prevention help?

### Improved outcomes for residents

Prevention enables residents to live longer, achieve more and reduces risk later down the line

### Savings and social return

c.£14 of social benefit for every £1 spent across a broad range of prevention areas (BMJ 2017)<sup>1</sup>

### Reducing pressure on services

Tackling issues before they arise can help slow the increasing demand

### Boosting Barnet and beyond

Prevention is everybody's business and can have local, regional and national impact

<sup>1</sup> Masters et al., [Return on investment of public health interventions: a systematic review](#), BMJ, 2017



# Investing to save with prevention – case studies

Part of our definition of prevention includes the contribution to **reducing costs through an invest to save approach**. As part of the research, we conducted to develop this framework, we reviewed the evidence base for prevention and case studies from multiple industry sources and evaluations (see appendix for more detail). The following case studies demonstrate the significant ROI and impact prevention can have.

## Reducing youth reoffending in Bradford with insight

- A 65% reduction in detected offences in one quarter, delivered a saving of £1.39m - this would deliver an annual saving of over £5.5m if extrapolated.
- The project was resourced by a £67k grant

## 100% Digital Leeds

- In February 2020, annualised savings as a result of individual behaviour changes and channel shift were £781,612
- Overall, digital inclusion interventions showed a ROI of £6.40 for every £1 spent

## Partnerships for Older People Projects (POPP) – Department of Health and 29 LAs

- For every £1 spent, approx. £1.20 was saved
- Over a quarter of a million people used one or more of these services (targeted at older people to promote their health, wellbeing and independence)

## Outside Edge Theatre Company, West London

- 94% of service users reporting it is supporting their recovery and 23% more ethnic diversity than national services
- The local ROI is £1 investment = £6.07 return

## Buckinghamshire Business First

- During 2020/21, they have assisted 50,000 businesses, helped create 710 jobs, and helped bring 400 new products to market
- For £1 contributed by Buckinghamshire, BBF can leverage that funding to generate £14 of additional funding (economies of scale)

## Birmingham City Council Be Active (free leisure scheme)

- For every £1 spent on the scheme, approximately £20.69 was saved in health benefits. This has helped the team behind the project build a case for continued funding



# Our principles

At a time when public services and finances are under pressure, and the local population is growing and living longer, there are further potential opportunities to transform how we work together with residents, communities and partners to support people to have good life experiences, while we achieve efficiency and deliver good quality services.

To reflect this, the Council will embed a preventative and asset-based culture across the whole organisation and with our partners, focussed on services, staff and solutions that build resilience, enable and are sustainable in the long-term.

**There are five principles that are guiding our approach:**

## 'One Barnet'

We understand that prevention is everybody's business and we want to ensure it is considered across all the services and solutions that we deliver

## Early Response

We want to be proactive and forward looking, supporting and engaging residents early to prevent any issues escalating. We want to be advocates of prevention.

## Evidence Based

We want to take an evidence and insight led approach to ensure we are focused on what works, driving the most impact and best outcomes through prevention

## Universal

We recognise prevention can have an impact on every life at every stage and we want to ensure residents from all backgrounds can benefit

## Resident Centred

We understand that prevention needs to take a resident centred approach, tailored based on their needs and context and in collaboration with local partners to succeed



# Recognising our prevention journey so far

We acknowledge that there is much prevention work already in Barnet and we would like to build on this further and embed and amplify prevention at scale. In particular, prevention work through this workstream has already been carried out in the following areas (we recognise individual service areas will also be doing prevention work which is not shown here):

## Debt & Wider Vulnerabilities

Exploring how debt and wider vulnerabilities data can support delivering targeted and preventative support, positive outcomes and inform service development initiative.

## Community Participation Strategy (CPS) & Social Value Policy (SVP)

The CPS describes how we will harness existing assets and relationships, while building new ways to work together with communities. The SVP sets out the council's ambition to deliver meaningful social value through its supply chain with a focus on prioritising prevention.

## Digital Inclusion

Developing a council-wide view of digital inclusion and improving digital access to residents.

## Work, Productivity and Skills Insights and Strategy

Responding to and offsetting the impacts of the pandemic by focusing on developing new approaches to supporting work in our highest growth sectors

## Barnet Community Innovation Fund (CIF)

Intervention to increase funding and engagement from VCFS to support proposals for preventative innovations in adult health and wellbeing designed to counteract the impacts of the pandemic and demand reduction.

BAU

## Joint Health and Wellbeing Strategy

The focus of the strategy is on delivering three key areas in order to drive improvements in health and wellbeing namely:

1. Creating a healthier place and resilient communities
2. Starting, living and ageing well
3. Ensuring delivery of coordinated holistic care, when we need it

## The Long Term Impacts of COVID-19

Developing a longer-term plan for addressing the social and economic impacts of COVID-19 on our communities

## Multiple Vulnerabilities

Preventing substance misuse, mental ill health and domestic violence which are viewed as indicators of increased risk of harm to children and young people.

On Hold

## Health and Wellbeing of Grahame Park Estate (GPE)

Currently piloting a place-based and wider regeneration approach to intervention and prevention in Grahame Park Estate.

## LD and Autism Pathway

Creating seamless and integrated pathways between health and care, early intervention and promoting independence.

BAU

In addition, prevention currently exists across many existing strategies (listed below) and we hope to build on this work through our Prevention Framework.

- Barnet Plan 2021-2025
- Joint Health and Wellbeing Strategy 2021-25
- Social Value Policy
- Work, Skills and Productivity Action Plan 2021-2025
- Barnet Community Participation Strategy 2021
- Barnet Long Term Transport Strategy 2020-2041
- Barnet Sustainability Strategy 2021-2035/40
- Barnet Children and Young People's Plan 2019-2023



# 2 – Our Prevention Framework: Embedding and Amplifying Prevention in Barnet

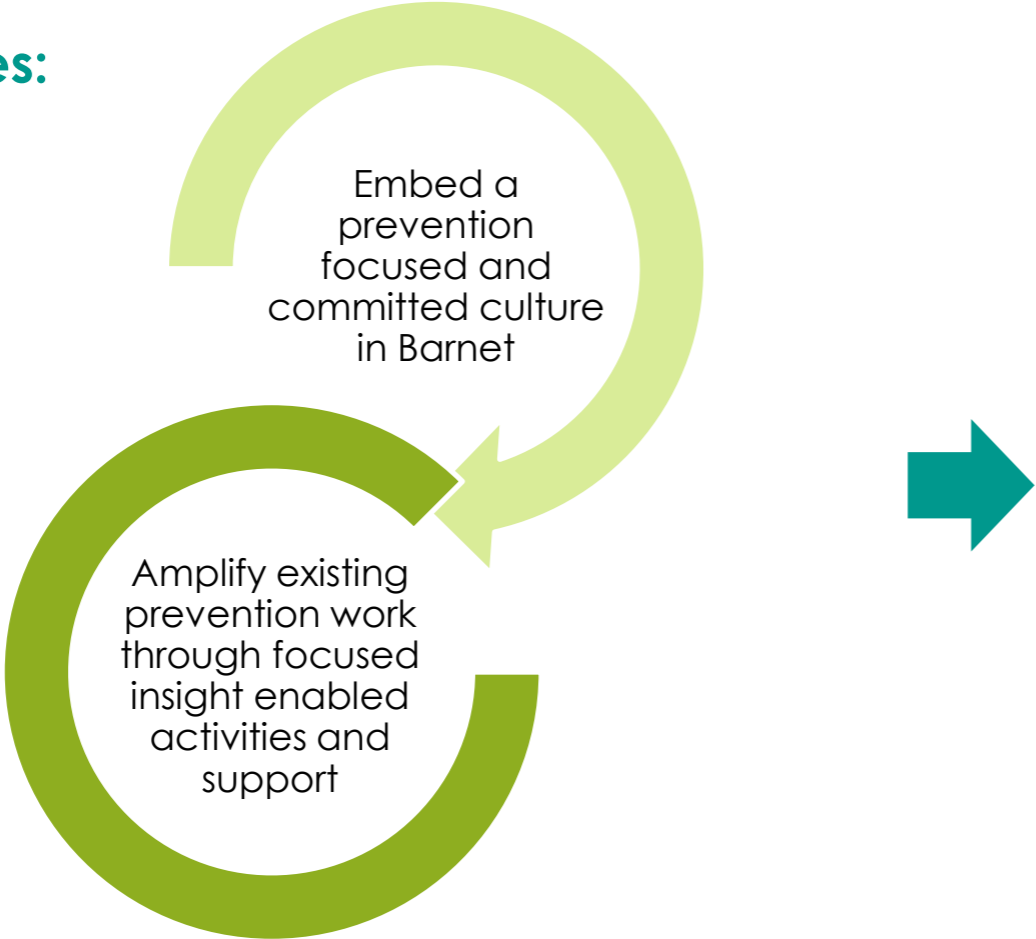


# Our priorities and outcomes

Prevention should act as both an enabler and an outcome of the work we carry out in Barnet. Ultimately, the Prevention Framework will support the achievement of the Barnet Plan and its outcomes. This will be achieved through our two priorities of embedding a prevention focused and committed culture in Barnet. And, implemented via a set of new activities and amplification of existing prevention work through focused and insight enabled support.

**Our Vision: Enable our residents to enjoy Barnet, stay well and achieve their best potential**

## Our Priorities:



**Our outcomes will ultimately be the achievement of the Barnet Plan outcomes.**

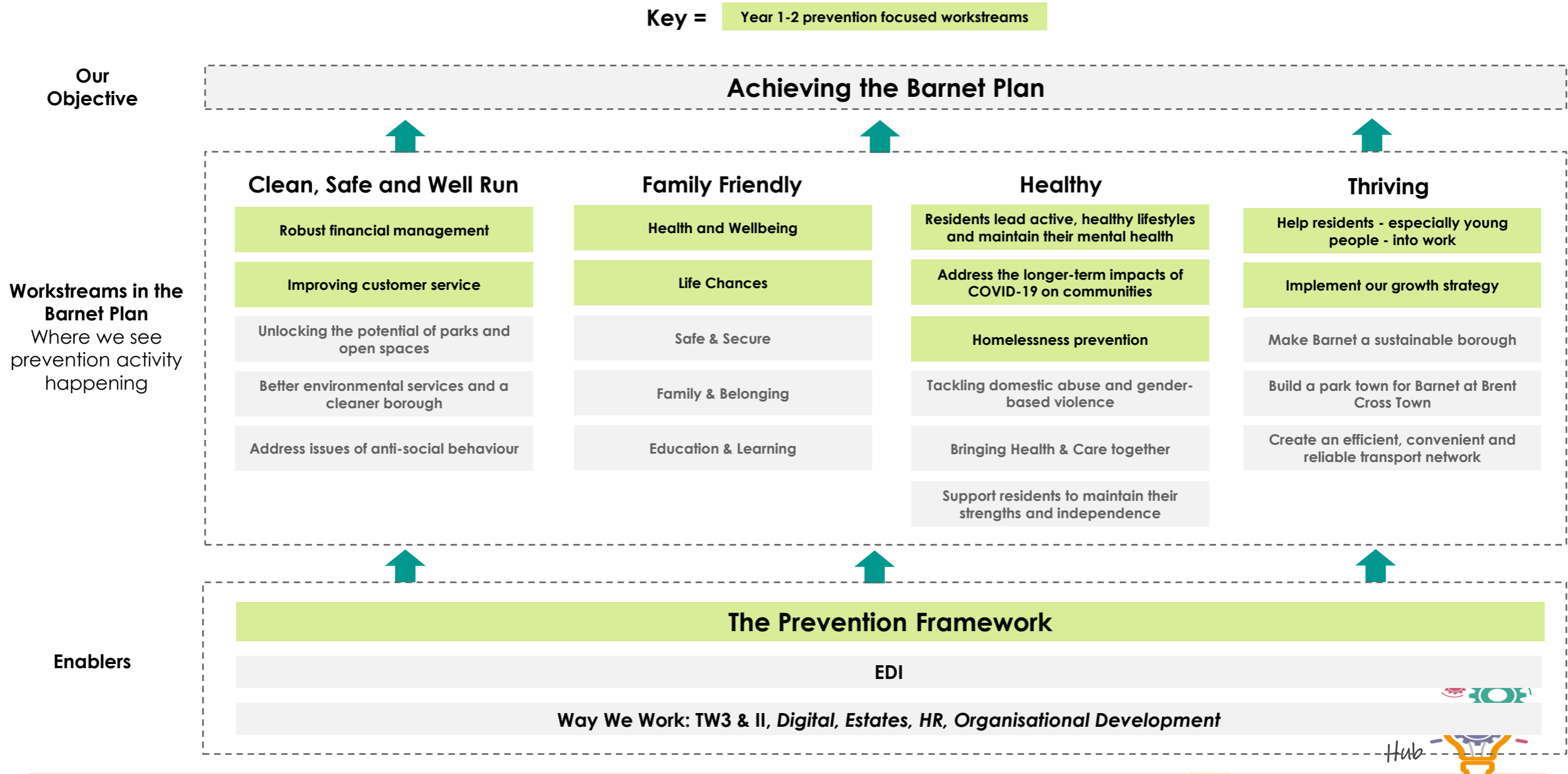
A subsection of Barnet Plan outcomes will be focused on during different years of the Prevention Framework.



# Our approach

In order to **amplify our existing Prevention activities and embed Prevention as a golden thread, in all that we do**, we will take a phased approach in alignment with the Barnet Plan framework. The following diagram demonstrates how Prevention (via this framework) will act as an enabler towards the success and ultimate achievement of the Barnet Plan and its underlying workstreams.

The workstreams highlighted in green will be where our focus will be in Year 1-2 with the aim of working with all 21 workstreams by the end of Year 4.



# Outline of how we will achieve our framework in Y1-2 (1/2)

In line with our focused approach, we will deliver the aims and priorities of the Framework through a set of activities and action groups that support the workstreams in focus for Y1-2. These will be governed by the Prevention and Insight Think Tank in addition to their own existing Boards. The overall progress will be measured by achievement against a selection of outcomes from the Barnet Plan (however we also acknowledge that other outcomes may be achieved as a result).

## What are the Barnet Plan workstreams in focus for Y1-2?

- Robust financial management
- Improving customer service
- Life Chances
- Health and Wellbeing
- Residents lead active, healthy lifestyles and maintain their mental health
- Address the longer term impacts of COVID-19 on communities
- Homelessness prevention
- Help residents - especially young people - into work
- Implement our growth strategy

## What are our Y1-2 Prevention Outcomes?\*

**Progress is monitored through quarterly reporting updates to CMT & Think Tank**

**Primary Outcomes:**

- Increase in % Barnet residents employed and reduction in NEET
- Increase in residents who feel they have a greater access to healthy food and more opportunities for physical activity – to be measured via Residents' Perception Survey
- % of homes and businesses in the borough who have access to high speed internet
- Reduction in homelessness
- Increase in residents who are digitally included
- Identifying Barnet residents who are financially vulnerable

**Secondary Outcomes:**

- Budget savings are delivered on time or substituted appropriately

*\* We have chosen a selection of outcomes from the Barnet Plan that we believe best reflect Y1 however we also acknowledge that other outcomes may be achieved because of the Prevention Framework*

## How we will deliver the Framework in Y1-2

**Governance**

**Prevention and Insight Think Tank**  
CMT Sponsor: Tamara Djuretic and Jess Baines-Holmes  
Workstream Lead: Yogita Popat

**Sharing quarterly reporting updates to CMT & Think Tank**

**Activities**

**[New] Embedding a prevention focused culture**

*Reporting to Prevention Working Group*

**[In development] Developing the future of employment**

*Reporting to Employment and Skills Group*

**[In development] Supporting homelessness prevention**

*Reporting to Health Programme*

**[Ongoing] Developing a single view of debt and vulnerability**

*Reporting to Financial Vulnerability Board*

**[Ongoing] Implementing the Health and Wellbeing Strategy**

*Reporting to Health & Wellbeing Board*

**[Ongoing] Supporting residents with Digital Inclusion**

*Reporting to Digital Board*

**[Ongoing] Supporting COVID recovery**

*Reporting to Healthy Programme*



# Outline of how we will achieve our framework in Y1-2 (2/2)

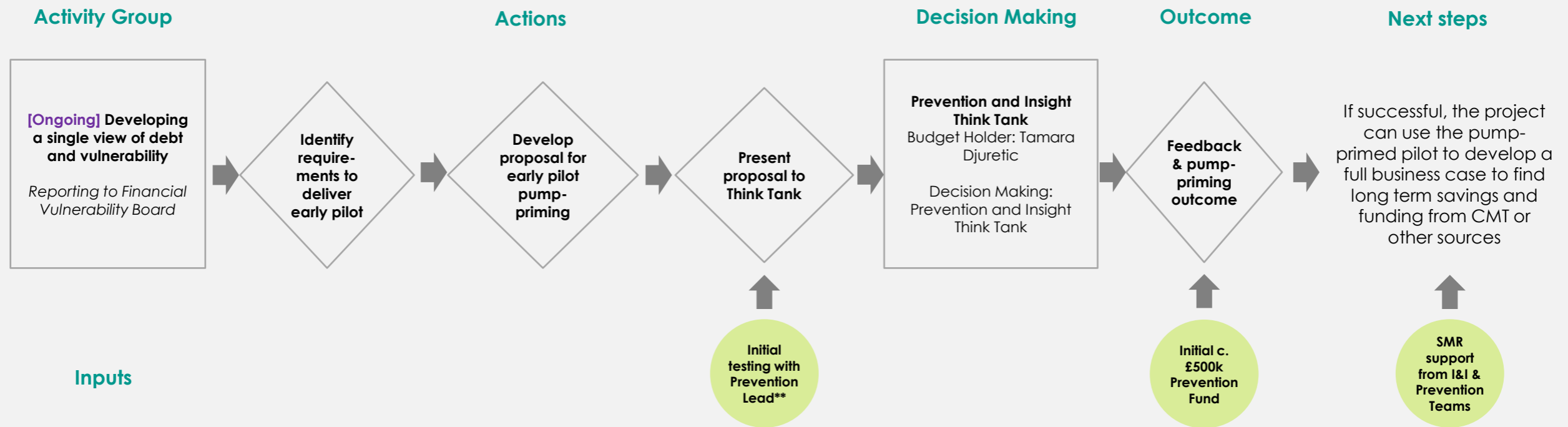
In order to support the demand and savings from the prevention activities outlined in the previous slide, we will need to both, **review evidence of what works and/or support early pilot activities through 'pump-priming funding'**. (This will be from an initial c.£500k Prevention Fund drawn from the Public Health Reserves).

This is in recognition that prevention activities are seen as an opportunity and not only as a response to challenges, with these early activities acting as a catalyst for wider transformational change, that demonstrate our commitment to prevention, alongside signalling that further investment is required in this area.

Where need is recognised, individual business cases for proposed interventions/ activities will be brought forward to the Prevention and Insight Think Tank, resulting in an overall evidence informed and 'pump-primed' plan to deliver this Framework.

## Funding Process for Y1-2

### Example of the gateway/funding process for the Debt and Wider Vulnerabilities Project



\*Pump-priming funding involves pumping small amounts of funds to support the launch of early pilot/ proof of concept activities. This is to stimulate early benefits and the business case for longer term investment from wider sources e.g. CMT, external funding/ grants

\*\*Initial testing will be lead by the Prevention Workstream lead Yogita Popat and will evaluated against a framework (to be developed as part of our initial action plan (slide 13)).

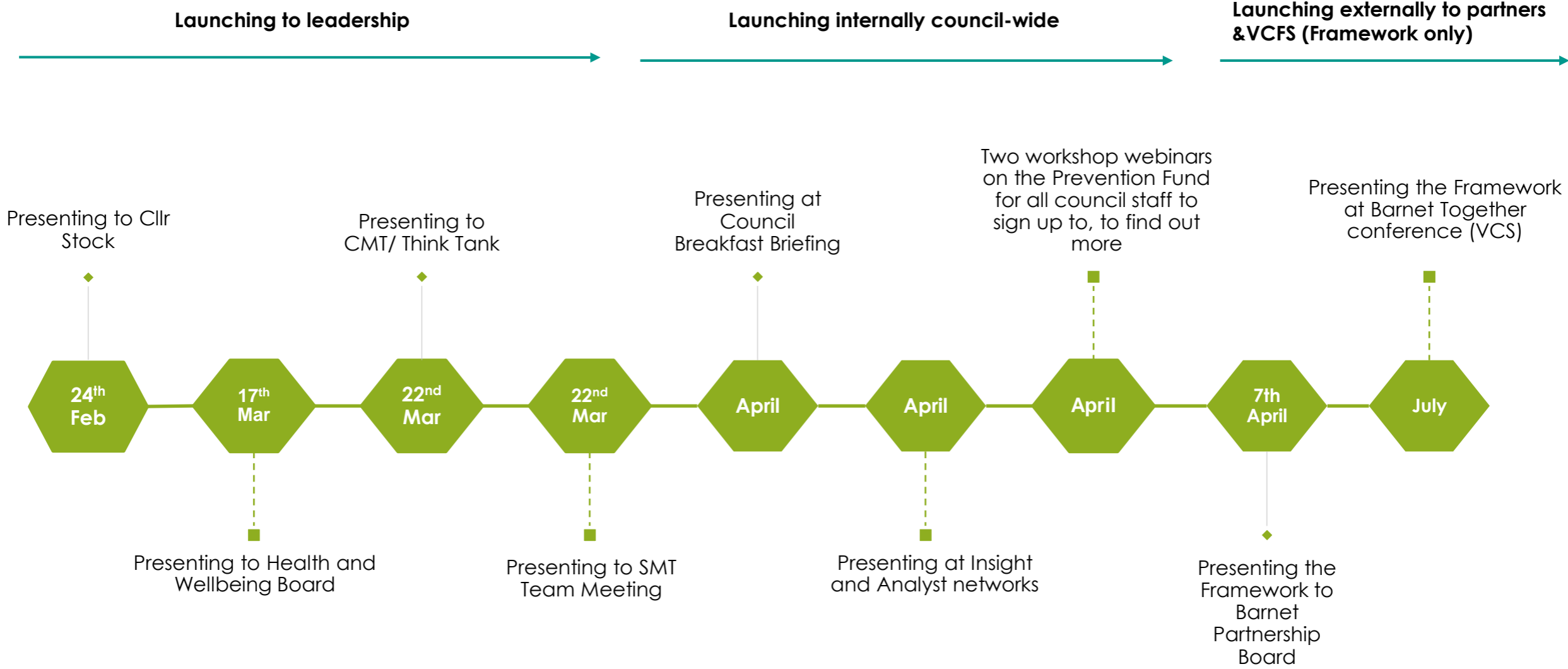


# Examples of types of projects that could be funded

	Resident Research for the Debt & Wider Vulnerabilities Project	Digital triaging tool for the Digital Triaging Project	A motivational targeted marketing campaign for the FAB card rollout
<b>Meeting the funding requirements</b>			
Does it link to a Barnet Plan outcome?	✓ Identifying Barnet residents who are financially vulnerable	✓ Increase in residents who are digitally included	✓ Increase in residents who feel they have greater access to healthy food and physical activity
Does it sit within a Y1-2 Barnet Plan in focus workstream for the Prevention Framework?	✓ Robust financial management and improving customer service	✓ Implement our growth strategy	✓ Health and wellbeing
Does it meet the timeline and cost requirements?	✓ £20k for 4 weeks	✓ £50k for 6 weeks	✓ £85k for 3 months (scaled as both PH and Greenspaces and Leisure are involved)
Does it have plans for longer term funding post pump-prime funding?	✓ From CMT	✓ From Digital Strategy	✓ From external funding
<b>Prioritisation based on the funding criteria</b>			
<b>'One Barnet'</b> • Is your proposal collaborative and cross-cutting across services? • Does it bring together a wide range of stakeholders to benefit work wider than your own service?	✓ Finance, I&I, Adults	✓ Growth, Customer Services, I&I, BOOST	✓ Greenspaces & Leisure, Public Health, Strategy and comms
<b>Early Response</b> • Is your proposal truly preventative? • Is it forward looking, proactive and supporting the engagement of residents early to prevent issues escalating?	✓ Resident engagement to understand earlier intervention points	✓ More effective triaging to identify needs earlier	✓ Encouraging healthy lifestyles preventing long term issues
<b>Evidence based</b> • Will your proposal contribute towards building an evidence base of 'best practice' and 'next practice' in the council? • Is your proposal insight and data led?	✓ Qualitative research led		✓ Using data to target comms
<b>Universal</b> • Does your proposal recognise and understand the impact it can have across every life at every stage? • Is your proposal inclusive and considering those that may be disproportionality impacted?		✓ Ensuring consistent triaging of resident needs	✓ Reaching those who may not be traditionally reached
<b>Resident centred</b> • How is your proposal resident-centred, taking into account their needs and context? • Does your proposal collaborate with local partners to succeed?	✓ 1:1 resident interviews based on their needs and context	✓ Supporting local partners to understand needs better	



# Launching and communicating



# Initial action plan for Y1-2

We have developed an initial action plan for years 1-2 which we will build upon as we begin implementing the framework (and working alongside workstream leads), given the constantly changing external landscape and the changing needs of services.

Action Groups	Actions
<b>[New] Embedding a prevention focused culture</b>	<ul style="list-style-type: none"> <li>• Socialise and launch the Prevention Framework and Fund internally</li> <li>• Develop and launch a communications plan to advocate for prevention</li> <li>• Develop a Prevention Fund evaluation framework for early pilot bids</li> <li>• Host joint CMT and Prevention and Insight Think Tanks</li> <li>• Launch targeted insights and ward profiles to support horizon scanning and preventative thinking</li> <li>• Work with VCFS partners to further embed prevention across Barnet and document the partnership working</li> </ul>
<b>[In development] Developing the future of employment</b>	<ul style="list-style-type: none"> <li>• Develop deep dive research and analysis to support the future of employment and prevention of increasing unemployment and the economic impacts of COVID-19</li> </ul>
<b>[In development] Supporting homelessness prevention</b>	<ul style="list-style-type: none"> <li>• Support the development of the homelessness prevention strategy through sharing best practice, funding opportunities, innovative service models and insight to maximise the work</li> </ul>
<b>[Ongoing] Developing a single view of debt and vulnerability</b>	<ul style="list-style-type: none"> <li>• Deliver a proof of concept with a provider to treat the existing level of debt and conduct further resident research</li> <li>• Secure long-term investment from CMT via the Prevention and Insight Think Tank to support the programme (invest to save)</li> </ul>
<b>[Ongoing] Implementing the Health and Wellbeing Strategy</b>	<ul style="list-style-type: none"> <li>• Support with preparation for funding applications and new opportunities for preventative projects under the Health and Wellbeing Strategy</li> <li>• Support the delivery groups to develop appropriate preventative interventions that tackle root causes e.g., the VAWG delivery group</li> </ul>
<b>[Ongoing] Supporting residents with Digital Inclusion</b>	<ul style="list-style-type: none"> <li>• Support the creation of the Digital Hub (e.g. providing case studies) and a cohesive joined up digital inclusion offer to residents</li> <li>• Develop and launch the Digital Triaging Pilot to support resident digital needs assessment</li> </ul>
<b>[Ongoing] Supporting COVID recovery</b>	<ul style="list-style-type: none"> <li>• Developing research and insight to shape the 'Long Term Impacts of COVID' action plan</li> <li>• Support the inclusion of COVID recovery indicators to the JSNA</li> </ul>



# Appendix





# Current and future prevention activities in CSWR

## What we are doing now

### Environment:

- Dedicated Street Scene team to monitor and keep Barnet clean from fly-tipping, graffiti, fly posting and other complex environmental crime
- Establishing a Strategic Working Group to explore opportunities for different and joined up ways of working to improve outcomes and Cross Service & Partner Case Conferences for Fly Tipping and complex environmental crime cases
- Refurbishing and investing into our parks and open spaces through our Pleasant Parks initiatives (incl. invested £323k in Montrose & Silkstream Parks)
- Deploying new CCTV capabilities to tackle fly tipping by identifying, investigating and prosecuting offenders.
- Recruiting more Community Safety officers to investigate and enforce further
- Developing a volunteering approach to cleaning our borough

### Crime & Safety:

- Increasing our focus on domestic violence by increasing the frequency of Domestic Abuse Multi Agency Risk Assessment Conference Panel Meetings
- Closely working with the Police to tackle gang related violence, drugs, burglaries and general street crime through REACH, Serious Youth Violence Prevention and Arts Against Knives
- Promoting road safety and investing £6m p.a. in local roads through the Network Recovery Plan

### Well Run:

- Expanding services to provide COVID support with £68m of grants to 5,500 businesses and Council Tax support to 28,000 households
- Continuing safe provision of leisure and play equipment in parks
- Delivering a prioritisation plan for infrastructure projects (Infrastructure Delivery Plan/ CIL)
- [Partnering with LOTI to support digitally excluded residents](#)

## Further opportunities

- Developing an education and communications programme to promote ownership of the local environment incl. waste management and fly tipping
- Improving air quality through reducing the contribution to emissions from non-sustainable travel
- Maintaining use of parks and open spaces
- Reducing the risk of increased road accidents
- Developing a community safety approach to prevention across all ages, violence against women and girls (VAWG) and working proactively to prevent crime (potentially through a multidisciplinary team approach)
- Reducing 18-25 youth offending



# Current and future prevention activities in Family Friendly

## What we are doing now

### Mental Health:

- Through the Barnet Integrated Clinical Service (BICS), providing social, emotional, behavioural and mild to moderate mental health support to children, young people and families including provision of Mental Health Teams in Schools, Children Wellbeing Practitioners, Primary Mental Health Teams, family Clinics, Kooth (online counselling), Terapia (psychotherapy for care leavers), Rephael House (play therapy) and Kidstime Workshops (children living with adult cares who have mental health needs)
- Increasing mental health awareness, early identification of mental health issues and mental health first aid across schools through the Resilient Schools Programme

### Schools:

- Providing support to schools before, during and after the school closure period and beyond through the Schools Improvement Team
- Engaging with young people at risk of educational exclusion and supporting their engagement with education provision through MOPAC Violence Reduction Unit funding
- Mentoring students attending Pupil Referral Units via Saracens through MOPAC VRU funding
- Supporting 16+ young people not in Education, Employment or Training through Barnet Education, Employment and Training Support (BEETS)

### 0-19 Early Help Services:

- Providing targeted interventions and support programmes for children, young people and parents including children with ASD/ ADHD, children affected by domestic violence and children at risk of exploitation and serious youth violence through services including:
  - Early Years Parenting Hub, Strengthening Communities Parenting Programmes, AVA children's group, Children Centre outreach, breast feeding clinics, Parental Conflict Groups, Parent Champion Network in partnership with Khulisa
  - Empowering People Empowering communities (EPEC)
  - Trusted Relationships in partnership with Art Against Knives, MAC-UK and Growing Against Violence
  - Youth Endowment Funded Sibling Mentoring project
  - Supporting Families Programme (formerly Troubled Families), RISE domestic abuse services, SOLACE Women's Aid, Education Welfare, Welfare Advisors, CGL substance misuse services
  - Duke of Edinburgh Awards
  - Health Visiting, Midwifery, Perinatal Mental Health
  - Barnet Wellbeing Service
  - Barnet Mencap

### Crime Prevention & Diversion:

- Providing tailored and restorative activities to divert young people from the criminal justice system and knife enabled offending and building trust and confidence between the school community and police through:
  - The weekly Out of Court Disposals (OOCD) Panel
  - 'No Knives, Better Lives' police-led which takes place at the Old Bailey with groups of young people, their parents and professionals following identification of a risk of knife enabled offending
  - Weapon Awareness Programme (WAP)
  - The Safer Schools Police Team provide a dedicated, Police "Safer Schools" Officer with signed up schools providing positive engagement to build trust and confidence between the school community (young people, school staff and parents) and the police
  - The NW BCU Youth Engagement Team are setting up Youth Independent Advisory Groups and have established a Youth Referral System aimed at children identified at risk of offending
  - Operation Turning Point – police-led diversion programme (RCT)

## Further opportunities

### Health:

- Delivering programmes to promote healthy children and employability for young people including:
  - Healthy Child Programme, UNICEF Baby and Child Friendly, Maternal Early Childhood Sustained Home-visiting (MESCH)
  - Beyond Your Limits programme (developing a partnership with EY Foundation to promote employability for young people), Homestart
  - Barnet Refugee Service
- [Developing and implementing the Health and Wellbeing Strategy](#)



# Current and future prevention activities in Healthy

## What we are doing now

### Being physically active:

- Reopening of the leisure centres safely
- Promoting physical activity and long-term exercise through Fit and Active Barnet (FAB) and Healthy Heritage walks

### Mental Health:

- Supporting staff health and wellbeing
- Advisory Groups and have established a Youth Referral System aimed at children identified at risk of offending
- Operation Turning Point – police-led diversion programme (RCT)

### Physical Health

- [Delivering prevention programmes to support residents including:](#)
  - [Trigger Trio](#)
  - Diabetes Prevention Programme
  - NHS Health Checks/Smoking Cessation
  - Flu Immunisation
  - Bowel Cancer Screening
  - Community Sexual Health Service
- Tackling domestic abuse and gender-based violence
- [Supporting food security and accessing healthy food](#)

### Working with communities

- Engaging with wider communities from Black, Asian and Minority Ethnic Groups to address disproportionate impact of COVID
- Tackling domestic abuse and gender-based violence
- [Supporting communities via the Grahame Park Wellbeing Hub, Prevention and Wellbeing Coordination and Making every Contact Count \(MECC\)](#)
- Delivering a community participation strategy

### Addressing long term impacts of COVID 19

- [Supporting the local outbreak plan, test and trace and bereavement services](#)

## Further opportunities

- Bringing health and care together
- Mapping of physical activity and participation levels in the borough from communities
- [Supporting the healthy life expectancy workstream](#)
- Developing the Obesity Strategy and Children's Health Impact assessment work
- Further programmes within mental health and wellbeing
- Delivering the learning disabilities pathway across the life course
- Improving customer service and digital inclusion of residents
- Understanding the impact of fuel poverty
- Improving outcomes for homelessness
- Improving access to services and equalities in Adult Social Care
- Understanding the health implications of regeneration schemes
- Applying Strengths Based Practice as an approach to working with communities
- Exploring what more we could do with Social Impact Bonds



# Current and future prevention activities in Thriving

## What we are doing now

### Debt and financial vulnerability:

- [Understanding debt and financial vulnerability of residents including how to help residents manage debt through gaining a single view](#)
- Identifying grants including the School Uniform Grant and Edward Harvest Fund

### Employment and skills:

- Working with partners to support those unemployed e.g. BOOST, Housing Associations, Barnet & Southgate College, Middlesex University
- Enhance and embed apprenticeships including the Kickstart apprenticeship scheme within the council
- Launching the Work, Skills and Productivity Strategy and employment and skills needs assessment
- Developing an impact of COVID report
- Improving the Jobs portal
- Supporting 5,500 businesses through the distribution of £68m of grants
- [Launching the Barnet Innovation Community Fund to support the Voluntary, Community Sector and Faith Sector](#)

### Active travel:

- Developing and launching the Transport Strategy
- Installing temporary cycle lanes for example A1000 and enhancing neighbourhood measures
- Expanding the Ultra-Low Emission Zone (ULEZ)

### Air quality:

- Monitoring and reporting on the air quality status
- Reviewing controlled parking zones (CPZ) and parking policy
- Developing the Sustainability Strategy
- Installing more electric vehicle ports

### Digital isolation:

- Securing 400 free fibre broadband connections for residents
- Committing to providing high speed broadband over next three years
- Supporting those who are most digitally isolated including repurposing laptops

### Communities and place shaping:

- [Understanding how we can make our high streets healthier](#)
- Developing a Community Participation Strategy
- [Creating ward profiles and Insight Tool to better understand local resident needs and develop programmes such as in Grahame Park](#)
- Place shaping through regeneration planning and the Infrastructure Delivery Prioritisation Framework to support infrastructure projects

## Further opportunities

- Improving customer service and digital inclusion of residents
- Developing a Growth Strategy for a growing, more connected and entrepreneurial borough
- Reviewing the council tax exemption policy
- Understanding the difficulties small businesses face when starting up and how we can reduce start-up failure
- Understanding fuel poverty and its impact on vulnerable groups
- Improving the mental health and wellbeing of residents
- Supporting the homeless and providing domestic abuse support, especially once eviction ban is lifted
- Supporting prevention of temporary housing and homelessness
- Utilising more Social Impact Bonds



## How we approached the research

### 1) Looked at the evidence base and case studies on what prevention interventions work from a range of sources including:

- What Works Centres (e.g. NICE, Early Intervention Foundation, Centre for Ageing Better)
- LGA news and case studies
- Government papers (e.g. “Prevention is better than cure”)
- Industry nominated best practice and standards (e.g. MJ Awards, LGC Awards)

### 2) Selected case studies from the evidence base that met the following criteria:

- Linked to Barnet Priorities
- Linked to Barnet needs (based on previous JSNA topline)
- Strong outcomes/ evidence of impact



## Summary of research

Two examples of other councils' Prevention Strategies and 31 case studies featured with outcomes against the priorities and themes in the table below. Some of the themes came from further opportunities identified by workstream leads from our first mapping exercise with the rest coming from what other LAs are doing.

Barnet priorities	Themes
<ul style="list-style-type: none"> <li>• Cross-cutting</li> <li>• Clean, safe and well run</li> <li>• Healthy</li> <li>• Family friendly</li> <li>• Thriving</li> </ul>	<ul style="list-style-type: none"> <li>• Digital inclusion</li> <li>• Get Barnet Moving</li> <li>• Single view of resident</li> <li>• Place based working</li> <li>• Reducing 18-25 youth offending</li> <li>• Reducing and managing demand on services</li> <li>• Working proactively to prevent VAWG and DV</li> <li>• Maintaining green spaces</li> <li>• Mental health and wellbeing prevention</li> <li>• Strengths based approach to working with communities</li> <li>• Improving access for disadvantaged communities/ addressing inequalities</li> <li>• Reducing isolation and loneliness</li> <li>• Supporting healthy life expectancy</li> <li>• Preventing homelessness</li> <li>• Supporting SMEs and Microbusinesses</li> <li>• Reducing fuel poverty</li> </ul>

**To caveat:** there will be things on this list that are already in place/ existing (e.g. under different names) but we will look to remove duplication with workstreams as part of our next steps



# Summary of emerging prevention ideas

★ = case studies highlighted in slide 5

Barnet Priority	Theme	Case study	Outcome
Cross-cutting	<ul style="list-style-type: none"> <li>Get Barnet Moving</li> <li>Improving access for disadvantaged communities/ addressing inequalities</li> </ul>	★ <a href="#">Be Active Birmingham</a> is an award winning scheme offering a diverse range of free activities for all Birmingham residents to enjoy (including swimming, group exercise classes and gym). The aim is to tackle health inequality and associated deprivation levels.	Birmingham's Be Active Programme returned on average £21.3, and up to £23 in benefits for every £1 spent in terms of improved quality of life, reduced NHS use, productivity and other gains to the local authority.
	<ul style="list-style-type: none"> <li>Get Barnet Moving</li> <li>Place based working</li> </ul>	RBKC and Westminster launched the <a href="#">Tackling Child Obesity Together programme</a> based on a whole systems approach aimed at tackling childhood obesity in one of the most deprived wards.	It helped to create a local environment that would make it easier for children and families to eat well and keep active. The % of overweight children aged between 4 and 11 fell from 27.7% to 26.3%.
	<ul style="list-style-type: none"> <li>Getting Barnet Moving</li> <li>Mental health and wellbeing prevention</li> <li>Reducing and managing demand on services</li> </ul>	<a href="#">Project ACE</a> is an intervention programme in which retired volunteers (activators) promote physical activity among older adults by supporting them to 'get out and about' and engage with their local communities	ACE participants significantly increased their confidence and felt more supported to be active. 55% of the intervention group reported an increase in vitality. In terms of social wellbeing, 68% reported an increase. 50% of participants improved their functional ability
Cross-cutting	<ul style="list-style-type: none"> <li>Single view of resident</li> <li>Reducing and managing demand on services</li> </ul>	<a href="#">The Bridge</a> is a tool for data visualisation, designed to display public sector data (health, social care, housing and economic development) and provide effective economic forecasting and market insights and inform decision making in Shropshire.	Use the tool to visualise supply and demand to negotiate better rates for care and deliver cost savings. Combine health care and housing data to predict future needs, e.g. thermal mapping has informed HeatSavers interventions reducing the likelihood of entering A&E by 20%.
		<a href="#">North Tyneside Council worked with Alteryx</a> to develop an analytics platform used to unlock intelligence that helps the council better target resources and reduce demand on services. With all relevant live data sets connected on the platform, there's one place for council service providers to access a unified view of their service user.	Saving 103 hours every month through the automation of its existing work and new work. When the council was better able to assess the trends in service use they could reallocate accordingly. For example, residents at the coast were disproportionately using fewer services, and so once known, resource was moved to more needy community areas
Cross-cutting	<ul style="list-style-type: none"> <li>Digital inclusion</li> </ul>	★ <a href="#">100% Digital Leeds</a> is an award-winning programme by Leeds City Council is considered the benchmark for digital inclusion programmes, working with partners on schemes including tablet lending, Digital Champions, Leeds Dementia Pathfinder and a Digital Inclusion guide and toolkit with Croydon.	In February 2020, annualised savings as a result of individual behaviour changes and channel shift due to the 100% Digital Leeds programme were £781,612. Overall, digital inclusion interventions showed a return on investment of £6.40 for every £1 spent.
		<a href="#">Digital Brighton and Hove</a> is based on Citizens Online's award winning model – a whole system approach to tackle digital exclusion. It includes Engaging Organisations; Recruiting Digital Champions and supporting End Learners (beneficiaries).	Engaged with 241 organisations (target 195). Recruited 436 Digital Champions (target 421). Supported at least 4,503 unique individuals (target 3,200). Recorded 6,944 sessions of digital skills support. A total of 241 partner organisations have been engaged – exceeding the target by 24%
	<ul style="list-style-type: none"> <li>Digital inclusion</li> <li>Place based working</li> </ul>	<a href="#">DigiKnow Stockport</a> , designed to tackle digital exclusion in Stockport, by developing sustainable and coordinated digital inclusion capacity across the Borough. DigiKnow was unique in its development of a Strategic Alliance of local stakeholders, who played an ongoing role in planning, monitoring and coordinating programme activities. It was led by Good Things Foundation.	DigiKnow is recognised across Greater Manchester Combined Authority as an exemplar of area-based digital inclusion. 8425 people were supported during the two years of DigiKnow programme delivery, against a target of 5000. DigiKnow has exceeded its target of 80% of learners meeting at least one social exclusion criterion.

# Summary of emerging prevention ideas

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Barnet Priority	Theme	Case study	Outcome
<ul style="list-style-type: none"> <li>Clean, safe and well run</li> </ul>	<ul style="list-style-type: none"> <li>Reducing 18-25 youth offending ★</li> <li>Reducing and managing demand on services</li> <li>Single view of resident</li> </ul>	<p><a href="#">Bradford Metropolitan District Council</a> used customer insight to better understand and engage with young people, divert them from offending and improve compliance with court orders.</p>	<p>A 65% reduction in detected offences achieved by this project in one quarter, delivered a saving of £1.39m - this would deliver an annual saving of over £5.5m if extrapolated.</p>
<ul style="list-style-type: none"> <li>Clean, safe and well run</li> </ul>	<ul style="list-style-type: none"> <li>Reducing 18-25 youth offending</li> <li>Place based working</li> </ul>	<p><a href="#">Staffordshire's Youth Offending Service prevention project</a> is focused on identifying those children and young people who face much poorer outcomes than their counterparts and intervening early with bespoke projects to help them thrive.</p>	<p>Year-on-year reductions in FTE, with Staffordshire performing well against national and local comparators to date.</p>
<ul style="list-style-type: none"> <li>Clean, safe and well run</li> <li>Thriving</li> <li>Healthy</li> </ul>	<ul style="list-style-type: none"> <li>Working proactively to prevent VAWG and DV</li> </ul>	<p><a href="#">Up2U</a> is a programme for people who use domestically abusive and unhealthy behaviours in their relationships. It seeks to reduce the incidents of domestic violence, prevent the cycle of abuse, and reduce the numbers of children in child protection services, edge of care or children in care.</p>	<p>22 out of 33 clients completed the programme and there was a 64% reduction in children open to children's social care, a reduction in DV incidents from 22 to 1.</p>
<ul style="list-style-type: none"> <li>Clean, safe and well run</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining green spaces</li> <li>Place based working</li> </ul>	<p><a href="#">Colchester uses Power BI</a> to heatmaps of problem spots for collections or where residents need more encouragement to recycle</p>	<p>The insights derived from Power BI close the loop for development, providing KPIs that help the Borough improve both the app and recycling services to improve landfill diversion rates.</p>
		<p>Vale of <a href="#">White Horse District Council</a> created collaborative videos and an online recycling quiz to address relevant and common queries from residents and reduce recycling contamination</p>	<p>Recycling contamination has reduced by 2% whilst accommodating for increased tonnages across all waste streams and there has been 1000+ engagements with the content.</p>
<ul style="list-style-type: none"> <li>Family Friendly</li> <li>Thriving</li> <li>Healthy</li> </ul>	<ul style="list-style-type: none"> <li>Reducing and managing demand on services</li> <li>Mental health and wellbeing prevention</li> <li>Strengths based approach to working with communities</li> <li>Place based working</li> </ul>	<p><a href="#">Local Area Coordination in Derby</a> - an all-age support model and community-based approach that aims to empower individuals to develop their personal strengths and find solutions within their community before considering formal services</p>	<p>A social return of £4 of value for every £1 invested and improved mental health and resilience in community</p>
<ul style="list-style-type: none"> <li>Family Friendly</li> <li>Thriving</li> <li>Healthy</li> </ul>	<ul style="list-style-type: none"> <li>Strengths based approach to working with communities</li> <li>Mental health and wellbeing prevention</li> <li>Improving access for disadvantaged communities/ addressing inequalities</li> </ul>	<p><a href="#">The Incredible Years parenting programme</a> is a community based programme to help parents of children with ADHD improve parenting skills and promote children's academic, social and emotional skills as well as reduce their disruptive behaviours.</p>	<p>Significant improvements in child and parenting behaviour, parental stress and depression, including similarly high retention rates and good outcomes with the most disadvantaged and hard to engaged families</p>
<ul style="list-style-type: none"> <li>Family Friendly</li> </ul>	<ul style="list-style-type: none"> <li>Reducing and managing demand on services</li> </ul>	<p><a href="#">Preventing falls with Safe Steps</a> app in Southwark - improve prevention and management of falls to reduce the impact on older residents and the health and social care system</p>	<p>25 – 30% reduction in falls, forecast £398,307 cash savings and £213,150 non-cash savings</p>





# Summary of emerging prevention ideas

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Barnet Priority	Theme	Case study	Outcome
<ul style="list-style-type: none"> <li>Family Friendly</li> <li>Healthy</li> </ul>	<ul style="list-style-type: none"> <li>Improving access for disadvantaged communities/ addressing inequalities</li> <li>Strengths based approach to working with communities</li> <li>Mental health and wellbeing prevention</li> </ul>	<p>The <a href="#">Birth and Beyond Community Support service</a> (BBCS) is a community development programme that provides volunteer peer support training and perinatal peer support to parents who are vulnerable during the first 1000 days of parenthood. These include refugees and asylum seekers, BME communities, younger parents and those living in difficult social circumstances.</p>	<p>85% of mothers reported improved knowledge of services. 89% felt more confident to access services. An increase in the use of some services, including Children's Centres and mental health services. Improved feelings of wellbeing (low mood and isolation)</p>
<ul style="list-style-type: none"> <li>Family Friendly</li> <li>Healthy</li> </ul>	<ul style="list-style-type: none"> <li>Improving access for disadvantaged communities/ addressing inequalities</li> <li>Place based working</li> </ul>	<p><a href="#">The Flying Start programme</a> aims to improve outcomes for children in some of the most disadvantaged areas across Wales. This is done through providing four key Flying Start entitlements to children under four years old and their families.</p>	<p>Those in Flying Start areas had on average 5.7 more visits from the health visiting team than families in non-Flying Start areas. Awareness of, referral to and take-up of parenting programmes and Language and Play was also higher.</p>
<ul style="list-style-type: none"> <li>Healthy</li> <li>Thriving</li> </ul>	<ul style="list-style-type: none"> <li>Mental health and wellbeing prevention</li> <li>Improving access for disadvantaged communities/ addressing inequalities</li> </ul>	<p><a href="#">Outside Edge Theatre Company</a> offers free drama activities to help people affected by addiction live healthier lives in West London</p>	<p>94% of service users reporting it is supporting their recovery and 23% more ethnic diversity than national services. The local return from investment is £1 investment = £6.07 return.</p>
<ul style="list-style-type: none"> <li>Healthy</li> <li>Thriving</li> </ul>	<ul style="list-style-type: none"> <li>Supporting healthy life expectancy</li> <li>Mental health and wellbeing prevention</li> </ul>	<p><a href="#">Cannock Chase District Council</a> Inspiring Healthy Lives has an innovative wellbeing service that has used co-production to put their local community at the heart of developing new projects, from allotment groups to cycling schemes.</p>	<p>The Council's culture and leisure facilities and services continue to be used extensively, with annual attendances and visits in excess of 952,800, increasing year on year. It also exceed 60% of its performance measures and targets (total 42) in 2017-18.</p>
<ul style="list-style-type: none"> <li>Healthy</li> <li>Thriving</li> </ul>	<ul style="list-style-type: none"> <li>Mental health and wellbeing prevention</li> <li>Reducing isolation and loneliness</li> <li>Place based working</li> </ul>	<p><a href="#">Bristol Ageing Better</a> is a partnership working to reduce social isolation and loneliness among older people and help them live fulfilling lives.</p>	<p>In the first three years of launch, 7% of those aged 50+ in Bristol participated. 35% reported loneliness improved, 28% increased social contact with non-family and 24% increase social participation.</p>
<ul style="list-style-type: none"> <li>Healthy</li> <li>Thriving</li> </ul>	<ul style="list-style-type: none"> <li>Mental health and wellbeing prevention</li> <li>Reducing isolation and loneliness</li> <li>Place based working</li> </ul>	<p><a href="#">The Partnership for Older People Projects (POPP)</a> were funded by the Department of Health to develop services for older people, aimed at promoting their health, well-being and independence and preventing or delaying their need for higher intensity or institutional care.</p>	<p>For every £1 spent, approx. £1.20 was saved. Efficiency gains in health service use appear to have been achieved without any adverse impact on the use of social care resources. 12% increase in health-related quality of life was found for those individuals receiving practical help.</p>
<ul style="list-style-type: none"> <li>Healthy</li> <li>Thriving</li> </ul>	<ul style="list-style-type: none"> <li>Mental health and wellbeing</li> <li>Digital Inclusion</li> <li>Reducing isolation and loneliness</li> <li>Strengths based approach to working with communities</li> <li>Place based working</li> </ul>	<p><a href="#">Community Connectors in Sefton</a> used to support individuals to reduce feelings of loneliness and social isolation, and improve their mental wellbeing by utilising community assets</p>	<p>96% of these recorded an improvement in their mental wellbeing, 91% recorded an improvement in feelings of loneliness and 50% recorded an increase in digital media usage for reducing loneliness</p>

# Summary of emerging prevention ideas

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Barnet Priority	Theme	Case study	Outcome
<ul style="list-style-type: none"> <li>• Healthy</li> <li>• Thriving</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health and wellbeing</li> </ul>	<p><a href="#">MH:2K</a> is a powerful new model for engaging young people in conversations about mental health and emotional wellbeing in their local area in Birmingham. It empowers 14-25 year olds to:</p> <ul style="list-style-type: none"> <li>• Identify the mental health issues that they see as most important;</li> <li>• Engage their peers in discussing and exploring these topics;</li> <li>• Work with key local decision-makers and researchers to make recommendations for change.</li> </ul>	<p>Across the four areas that ran MH:2K in 2017-18:</p> <ul style="list-style-type: none"> <li>• 92.8% of decision-makers and researchers who attended a Big Showcase event said that the recommendations are very useful; and 98.5% agreed or strongly agreed that they would do something new or differently as a result of the project;</li> <li>• Citizen Researchers - 91% said that their knowledge of mental health issues had increased.86% to their confidence and 82% to their feelings of wellbeing. 86% said that they now felt more optimistic about their future.</li> <li>• 60% reported gaining a greater awareness of where to go for help, and 47% said they would now have more confidence to seek help if they needed it.</li> </ul>
<ul style="list-style-type: none"> <li>• Healthy</li> <li>• Thriving</li> </ul>	<ul style="list-style-type: none"> <li>• Preventing homelessness</li> </ul>	<p><a href="#">The Trailblazers Homelessness Prevention Pilot</a> in Essex funded ten specialist mentors to support people at risk of homelessness with a focus on complex and vulnerable groups</p> <p><a href="#">Call B4 You Serve in East Midlands</a> is a free proactive service to landlords to help prevent evictions in the private rented sector (most common reason for homelessness).</p> <p>The Outreach Service as part of the Housing Advisory Service in Enfield was redesigned to deliver early intervention (LIFT dashboard), resident contact, floating support and training and sector development</p>	<p>Homelessness has been prevented in 82% of cases. Almost 6 in 10 of cases successfully supporting clients to remain in their own homes</p> <p>Significant cost saving on temporary accom. And bed &amp; breakfast for evicted tenants and increased signposting and update of LA services offered</p> <p>The prevention rate has risen from 35% to 66%. Financial benefits accrual every year of at least £10million and reduction in households entering temporary accom. by 500+ each year.</p>
<ul style="list-style-type: none"> <li>• Thriving</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting SMEs and Microbusinesses ★</li> </ul>	<p><a href="#">Buckinghamshire Business First</a> supports business growth through establishing a place for SMEs and microbusinesses to access support</p> <p>Babergh and Mid Suffolk invested and developed in a <a href="#">virtual high street digital platform</a>, supporting small businesses to advertiser their services and products online.</p>	<p>During 2020/21, they have assisted 50,000 businesses, helped create 710 jobs, and helped bring 400 new products to market. For £1 contributed by Buckinghamshire, BBF can leverage that funding to generate £14 of additional funding (economies of scale)</p> <p>Over 100 businesses have signed to the virtual high street, 70% of whom had no previous online presence. Queue technology has been enabled to grow their business and have taken on two additional staff members to meet demands for the service.</p>
<ul style="list-style-type: none"> <li>• Thriving</li> <li>• Healthy</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing fuel poverty</li> <li>• Mental health and wellbeing prevention</li> </ul>	<p><a href="#">Warm Homes Scheme in Oldham</a> delivered home energy improvements and advice to people at risk of fuel poverty (focused on people at risk of poor health due to fuel poverty)</p>	<p>75% of participants moved out of fuel poverty as a result of the initiative. 60% of respondents with a physical health problem felt a positive impact on their health and 80% on general health and wellbeing</p>
	<ul style="list-style-type: none"> <li>• Reducing fuel poverty</li> <li>• Supporting healthy life expectancy</li> </ul>	<p><a href="#">The Affordable Warmth Access Referral Mechanism (AWARM)</a> in Greater Manchester links health, housing and fuel poverty services, offering advice and help to people living in fuel poverty. Aims to increase referrals from frontline organisations to assist.</p>	<p>A dramatic increase in referrals from across the social and care sectors and an estimated health gain of over £600,000 and est. 2.55 life years gained from living longer.</p>

## Example of other councils' approach

Council & Document	Key areas of focus	What works well
<a href="#">Swansea – 2018-2021 Prevention Strategy</a>	<p>Two key aims are driving this strategy:</p> <ol style="list-style-type: none"> <li>1. A desire for increased organisational and personal resilience;</li> <li>2. Sustainable services.</li> </ol> <p>Aligned outcomes in the Public Services Board well-being assessment with a focus on demand management, customer service and preventative action.</p> <p>They committed £1m for pilot prevention projects in 2014. Here, pilot preventative approaches were delivered that sought to address gaps in services working with children, young people and adults. The proposals were based upon an 'invest to save' approach aimed to change behaviours and prevent the need for involvement in costly specialist services, often followed by a long-term support programme.</p>	<p>Some pilots, because of their success in demonstrating new delivery methods, namely <b>Local Area Co-ordination, The Family Support Continuum and Tackling Domestic Abuse (via the DV Hub)</b> will continue having proved their effectiveness. Others demonstrating better ways of working have been embedded in service delivery, becoming 'business as usual'.</p> <p>Delivery of a range of prevention activities across core Council services including the provision of culture, leisure, community centres and libraries.</p> <p>Consider delivery of staff and member training around the prevention agenda and embedding in the commissioning review process and giving preventative messages through information advice and assistance.</p>
<a href="#">Bexley System-wide Prevention Strategy 2020-25</a>	<p>It is based on four system challenges and covers three domains and six areas:</p> <ul style="list-style-type: none"> <li>• <b>People</b> <ul style="list-style-type: none"> <li>- Giving CYP best start in life and throughout</li> <li>- Improving outcomes for adults and older people</li> </ul> </li> <li>• <b>Policies and practice</b> <ul style="list-style-type: none"> <li>- Embedding prevention in policies and practice and health system</li> </ul> </li> <li>• <b>Place</b> <ul style="list-style-type: none"> <li>- Creating healthy communities, workplaces and homes</li> <li>- Creating healthy environments, built, green and blue</li> <li>- Creating economic independence and a thriving local economy</li> </ul> </li> </ul>	<p>Based on system challenges and four clearly defined and measurable over-arching outcomes</p>

