BARNET
LONDON BOROUGH

CORPORATE PROGRAMMES

APPENDIX 1 - COMMUNITY SAFETY PROOF OF CONCEPT

Contents

During the competitive dialogue process, both bidders were asked to carry out a Proof of Concept project to outline how we would approach delivering an Outline Business Case for the Community Safety project and demonstrate key aspects of our business transformation approach. The Proof of Concept project was used to inform dialogue, however it does not form part of the evaluation or contract in itself.

Our response to the bidder exercise is provided below, detailing our findings and recommendations. This was submitted on 25th July 2012, and is included here as an appendix to showcase our work.

1 UNDERSTANDING YOUR REQUIREMENTS

1.1 PURPOSE OF THE EXERCISE

The purpose of this exercise is to provide the New Support and Customer Services Organisations (NSCSO) bidders with an opportunity, during the competitive dialogue, to show the London Borough of Barnet how they will deliver projects on behalf of the Council. It will therefore inform the Council's decision about which projects the NSCSO partner will inherit at go live.

The London Borough of Barnet (LBB) recently completed its Strategic Outline Case for a project focused on Community Safety. An Outline Business Case is now being developed for this project, for submission to Cabinet Resources Committee in December 2012 (Note: Bidders Brief stated October 2012, but this was updated following meetings with Suzanne Hope, the current Project Manager for the Safer Communities SOC/OBC)

The scenario for this exercise is that the NSCSO bidders have been asked to take responsibility for managing this project following the completion of the Strategic Outline Case. The bidders were asked to show the Council how they would develop the Outline Business Case.

Capita's approach to this work took the form of a proof of concept. Rather than simply presenting a methodology, we sought to showcase our methodology with a series of discrete interventions in the borough to prove the value of the approach.

1.2 SCOPE & OBJECTIVES OF THIS PAPER

This paper details Capita's methodology for the development of an OBC within our Business Transformation and Change (BTC) framework, outlined in our Corporate Programmes Method Statement. In order to explain how our approach works in operation we have described how we would take the existing Safer Communities Strategy SOC forward to the OBC stage.

The objectives of this paper are to:

▪ Demonstrate in practice how Capita's proposed approach to the developing business cases, as set out in our Method Statement will work (including processes, tools)

▪ Show our breadth and depth of experience in business case development, and in the design and implementation of community safety improvement initiatives

- Show how we would work with the Council and the wider Safer Communities Partnership Board to deliver this OBC

- Illustrate how discrete elements of this approach were implemented within the proof of concept period, specifically focusing on alcohol-related anti-social behaviour and domestic violence issues

- Throughout the paper, reference will be made to the Partnership. In this case, Partnership refers to the service delivery organisations within the Safer Communities Partnership encompassing LBB, the Metropolitan Police Service, London Fire Brigade, NHS Barnet, Probation Service, Jobcentre Plus, CommUNITY Barnet and the Crown Prosecution Service.

1.3 COMMUNITY SAFETY CONTEXT

The citizens of Barnet need to feel safe and this means developing stronger, confident and more cohesive communities.

Community safety is important as it affects the people, communities and organisations in Barnet. Services delivered in this area are important to the organisations that deliver them as they are often the most prominent way in which they interact directly with the public and therefore, have the greatest impact on confidence and satisfaction with services provided. For example, confidence in the borough police will be significantly impacted by the actions of their Safer Neighbourhood Teams.

In its widest sense, community safety includes reducing crime and disorder and tackling anti-social behaviour, offending and re-offending, domestic abuse, drug and alcohol abuse, promoting fire safety, road safety and public protection. However, these areas cannot be considered in isolation - community safety requires the interactions between them and the organisations that provide services to address them to be clearly understood in order to define a viable solution.

There is also a statutory aspect to community safety. The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002, places a duty on the Police, the County Council and the District/Borough Councils, Police and Fire Authorities and Primary Care Trusts to work together to reduce crime and disorder and improve the safety of communities within the county. The Act recognises that sustained improvements are only likely to be achieved through organisations like these working together which is contrary to current ways of working in the Barnet Safer Communities Partnership.

National issues are also impacting at a local level in three main areas. The complexity of community safety solutions is exacerbated by the current austerity challenges facing local authorities, police and other public sector organisations. In LBB, the medium-term financial strategy necessitates savings of £87k in 2012/13 and £35k in 2013/15 in the CPG. Police forces nationwide are facing budget cuts of 20% or more. Cuts in funding are therefore forcing these organisations to think about what services they provide and how they provide them and may, contrary to the need for greater collaboration, force organisations to retrench even further into their delivery silos. The coalition government's drive for The Big Society is seeing citizens being encouraged to take on more responsibility in their neighbourhoods shifting responsibility from traditional service providers to the community. Finally, Police and Crime Commissioners are scheduled to be elected in late 2012, and these are

expected to have a marked effect on the focus areas of police forces in local communities with consequent impacts on how the police work with other local service providers.

Another factor impacting on community safety in Barnet is the increasing awareness of members of the public - social media tools such as Facebook and Twitter make the rapid sharing of information and opinions easier than ever before. These tools are also being used, as evidenced by the riots of August 2011, to coordinate crime and disorder.

The Barnet Safer Communities Partnership developed and agreed a Safer Communities Strategy with the aim of addressing many of these issues in 2011 but progress to date to implement the strategy has been slow. In many quarters, the strategy has also been stated to be adequate but not transformational, which given the kind of changes being witnessed in local government and policing, is of paramount importance.

The Strategic Outline Case (SOC) for the implementation and enhancement of the Safer Communities Partnership strategy (hereafter referred to as the Safer Communities Strategy SOC) has been developed during 2012 to find ways of addressing this.

2 REVIEW OF THE CURRENT SOC

2.1 OBJECTIVES AND NATURE OF THE REVIEW

Capita undertook a review of the Safer Communities SOC during the proof of concept period. This activity would traditionally occur as part of the SOC development process, but in this specific case, a separate review was completed in order to establish:

- The required scope of the OBC

- Timelines by which it must be produced

- Gaps that would be required to be filled as part of any OBC work

- Any foreseen issues with the OBC development process including political, cultural or emotional issues with stakeholders.

The review was conducted by:

- Holding discussions with the Project Manager (Suzanne Hope) and Sponsor (Julie Taylor) to understand what work had already been undertaken around the SOC development in terms of project management and stakeholder engagement, as well as progress on implementing recommended changes in strategy delivery structures and mechanisms

- Undertaking rapid data analysis work using our Insight experts to understand the true scale of the community safety issues in Barnet and trends

- Garnering inputs from subject matter experts in Capita and from academia

- Undertaking desk top research on community safety issues and solutions from around the UK and abroad

- Assessing the SOC against a best practice framework to understand what additional work is required to get it to OBC standard

- Using the approach in Schedule 15 to prioritise recommendations in the SOC and unearth which initiatives could be fast-track implemented without further need for investment justification.

The outputs from this analysis are shown in Annex A: Assessment of the current SOC.

2.2   RECOMMENDATIONS FOR THE OBC

The review of the SOC led us to make eight key recommendations on the scope of and process for developing the OBC, as is summarised in the table below.

RECOMMENDATION	RATIONALE
1. The OBC should be focused on the selection of preferred options, designs and cost/benefits analysis in the areas of: - New deal for residents - Commissioning model - Enhanced integrated offender management - Alcohol-related ASB and domestic violence - CCTV technical review.	- As noted in the SOC and as validated by analysis using our priority matrix, recommendations on the delivery structures for the CS Strategy should simply be implemented with no further investment justification required - Feedback from our CS subject matter expert workshop highlighted the importance of rapidly establishing an effective delivery structure to make the CS strategy work without further effort to justify this in a business case - There is a significant overlap between CCTV and the other four areas of improvement in the SOC so it is preferable for the analysis of costs and benefits to be considered alongside the other solutions being developed in this OBC.
2. The OBC will be produced for the December Cabinet Resources Committee (CRC)	- A range of work has already been completed by the project team as communicated by the current Project Manager. This work includes mapping of stakeholder, current service delivery mechanisms and already proposed opportunities for improvement - When taken into consideration against our proposed methodology for development of an OBC, it is anticipated that this work will allow the OBC to be produced in the 10 weeks until the end of September 2010, then being submitted into the CRC approval process.
3. The OBC will focus on developing and assessing tangible	- The Project Manager noted that feedback from Cabinet Resources Committee was that the SOC was too long

RECOMMENDATION	RATIONALE
options and benefits	▪ The Project manager also recognised that the current level of benefits work in the SOC was inadequate ▪ Our analysis against best practice OBCs showed the need for work on quantifying cashable, non-cashable and performance-related benefits ▪ In addition OBC best practice requires clear options to be presented at this stage in each of the five areas.
4. Engagement with stakeholders throughout the OBC development process is paramount, in particular with the Safer Communities Partnership Board (SCPB)	▪ Feedback from the Project Manager suggested it is unclear who from the SCPB read the full SOC ▪ The Sponsor noted that the SCPB members are partner representatives who have the authority to commission implementation of change ▪ It was noted that cross-Party support in Council for this OBC will be required.
5. Option design and assessment will need to be completed in conjunction with experts from the Partnership	▪ Stakeholders are seeking more granularity on the solutions to be delivered.
6. The OBC should seek to gain commitment to proceed directly into implementation for the proposed changes and not require any further investment justification	▪ The Sponsor and Project Manager communicated that all key stakeholder in the Safer Communities Strategy are keen for implementation to happen ▪ Analysis shows that it is difficult to make recommendations to fast track implementation prior to the OBC given the current lack of cost and benefits data. However, further analysis later on in the OBC development process is expected to identify specific initiatives that could progress directly into implementation from OBC (e.g. licensee enforcement regimes in alcohol) ▪ Findings from our internal subject matter experts workshop showed that many community safety improvements can be low-cost and rapidly implemented ▪ Once defined, individuals across the partners need to be held to account to deliver the recommended changes.
7. Changes should be delivered in waves rather than in one single hit thereby reducing risk and overload on practitioners. Simple initiatives focused on alcohol-related community safety	▪ Subject matter experts suggested one of the reasons for strategy implementation failure is the SCPB's desire to roll out all changes simultaneously ▪ Best practice suggested that implementation in waves is a more sustainable way to deliver change ▪ Insight demonstrates that alcohol-related crime and anti-social behaviour is an increasing problem in the borough ▪ The Council's recent decision to ban alcohol in public places can be built on to build momentum in the improvements to gain public support

RECOMMENDATION	RATIONALE
issues should be prioritised	▪ Other parts of the UK have implemented simple yet impactful initiatives to reduce alcohol-related crime which has helped to gain public support for more cross-partner proposals.
8. The OBC should seek to balance practicality with transformation	▪ Desktop analysis and feedback from our subject matter experts suggested there are a number of additional solutions that could be implemented over and above what is in the strategy and the SOC ▪ Interviews with key stakeholders highlighted that the Safer Communities Strategy was primarily composed by the borough Police whereas it and the OBC need to be Partnership-wide in order to be of full value ▪ The Sponsor backed the concept of an 'action-learning' approach where solutions are rapidly designed and implemented and then refined in a live environment ▪ Whereas a 'one size fit all' design may be the most economical, options and recommendations need to be cognisant of the diverse nature of Barnet and the fact that there is no one single focal point for issues, rather a number of dispersed locations each with individual issues ▪ Similarly, options should seek to focus on troubled families and solving their wider issues in a holistic manner rather than piecemeal interventions.

Throughout the remainder of this paper we will reference where these recommendations are picked up in our proposed approach.

3   OBC DEVELOPMENT APPROACH

This section summarises our OBC development process including:

▪ The core project management and business case development activities Capita would undertake alongside supplementary activities leveraging the NSCSO Insight, EcoSystem and co-design capabilities

▪ How, during the proof of concept period, Capita demonstrated selected capabilities and services by undertaking some OBC activities looking at the priority area from Recommendation 7 of alcohol-related ASB and domestic violence (summarised in the blue 'Showcase' call out boxes in the main text and detailed in Annexes)

▪ The benefits of our approach, validated by stakeholders from the Barnet Safer Communities Partnership.

3.1.1   FULL APPROACH

Capita proposes a six-step approach to development of OBCs as shown in Figure 1 below. The swim lanes below highlight how the NSCSO capabilities can be used to support each stage. The shaded boxes show where we feel these capabilities will add the greatest impact to the Safer Communities OBC.
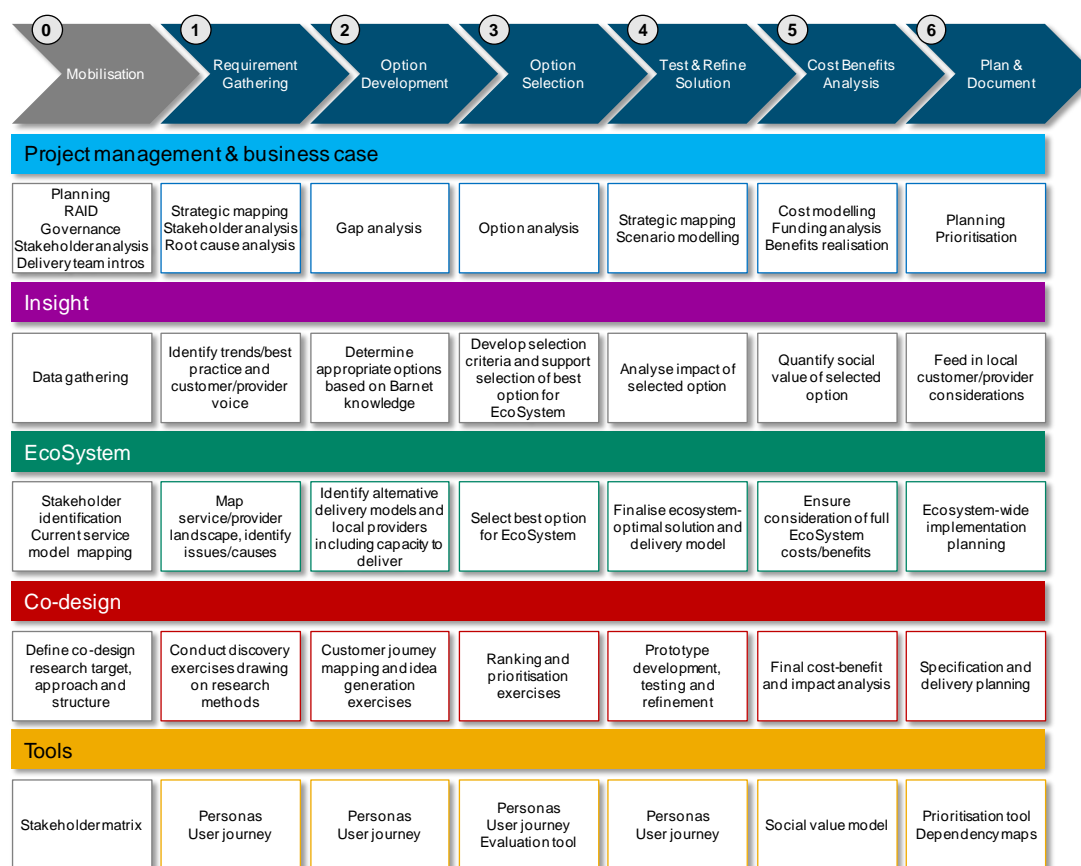
	0 Mobilisation	1 Requirement Gathering	2 Option Development	3 Option Selection	4 Test & Refine Solution	5 Cost Benefits Analysis	6 Plan & Document
Project management & business case	Planning RAID Governance Stakeholder analysis Delivery team intros	Strategic mapping Stakeholder analysis Root cause analysis	Gap analysis	Option analysis	Strategic mapping Scenario modelling	Cost modelling Funding analysis Benefits realisation	Planning Prioritisation
Insight	Data gathering	Identify trends/best practice and customer/provider voice	Determine appropriate options based on Barnet knowledge	Develop selection criteria and support selection of best option for EcoSystem	Analyse impact of selected option	Quantify social value of selected option	Feed in local customer/provider considerations
EcoSystem	Stakeholder identification Current service model mapping	Map service/provider landscape, identify issues/causes	Identify alternative delivery models and local providers including capacity to deliver	Select best option for EcoSystem	Finalise ecosystem-optimal solution and delivery model	Ensure consideration of full EcoSystem costs/benefits	Ecosystem-wide implementation planning
Co-design	Define co-design research target, approach and structure	Conduct discovery exercises drawing on research methods	Customer journey mapping and idea generation exercises	Ranking and prioritisation exercises	Prototype development, testing and refinement	Final cost-benefit and impact analysis	Specification and delivery planning
Tools	Stakeholder matrix	Personas User journey	Personas User journey	Personas User journey Evaluation tool	Personas User journey	Social value model	Prioritisation tool Dependency maps

Figure 1 - Overview of OBC development methodology

Our approach reflects best practices that we have developed and learned through many years of working on complex engagements with local and national government departments. The steps will ensure that the business case is compliant with HM Treasury, Cabinet Office and Government Procurement Service standards.

The advantage of our approach is that is can be flexed according to the scale and complexity of the project under consideration, as is outlined in Capita's Corporate Programmes Method Statement and demonstrated below.

The approach fits into Phase 1 of our overarching lifecycle for the project and programme management of change, the Business Transformation and Change (BTC) framework shown below. BTC is based on MSP and PRINCE2 principles, and has evolved from the CHAMPS2 Business Change Method. CHAMPS2 was developed as a common approach to business transformation following the joint venture created in 2006 between Birmingham City Council and Capita. The method is focused on the tools and techniques to deliver change, and is accredited by AMPG like PRINCE2 and MSP.
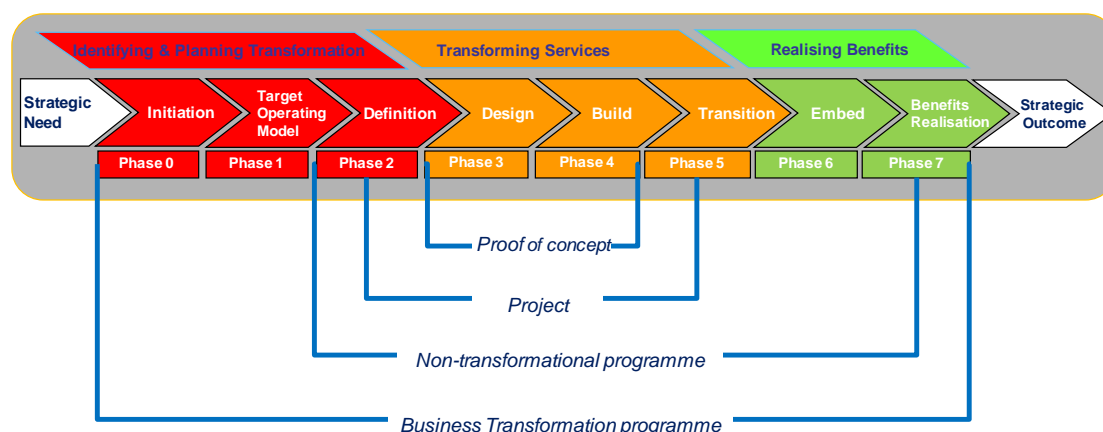
Figure 2 - Capita Business Transformation and Change lifecycle

Our core project management and business case development activities are differentiated in Barnet through the integration of Capita's key NSCSO propositions of Insight, EcoSystem and co-design into the process:

- **Insight** - brings an 'evidence-based' approach from our Insight Engine to problem identification and solutions development. Insight ensures that the most important issues are identified and prioritised by local experts and that correct assessments of impacts of change are made. This will address the common issue within many business cases where the scope of intervention is too wide and lacks focus, where solutions are developed top-down or where issues are prioritised according to subjective choices without consensus. How the Insight Engine will work is described in more detail in the overarching Transformation Method Statement

- **EcoSystem** - we recognise that the Council sits at the centre of a complex EcoSystem of suppliers, customers, commissioners and stakeholders. Through our Procurement service we will ensure a broader whole system consideration of the Council's supply-base is applied to solution development. We will ensure the full extent of the capability and contribution that Barnet's organisations and individuals can make is understood and leveraged. We will also help identify potential alternative delivery models to address service delivery issues. How we will help to stimulate and support Barnet's EcoSystem is described in more detail in the Procurement Method Statement

- **Co-design** - in developing new solutions to deliver resident and employee outcomes, we will adopt a participative approach to service design and service production. Our key objective in the development of improved services is to make customers and providers our 'expert partners' in defining improvements from their perspectives. Ensuring that the customers/ users/ providers are at the heart of the changes being made adds value to the way that projects are delivered and supports the Council's change management objectives.

The coloured boxes on Figure 1 show the specific activities from the full approach that we would undertake in order to expedite the development of the Safer Communities Strategy OBC, based on our understanding of work that has already been completed within and around the development of the SOC. The core business case development activities are required to develop any OBC, for Community Safety we have identified a gap in the level of Insight the Council has access to that can be supplemented by our Insight team. Given the range of partners involved we believe

that the focus on the co-design and EcoSystem should be in helping to evidence that the practical nature of the solutions we will identify can work for each of their organisations.

Due to the level of activity in the SOC, we would be able to accelerate the OBC development process as follows:

- Step 0: In the SOC a Project Board, governance and reporting mechanisms have already been established, and indicative timelines and RAID logs have already been developed, short-cutting many of the mobilisation activities, other than on-boarding of team members and building early relationships with key stakeholders

- Step 0/1: Work is also underway to map out the current service delivery model in the borough (i.e. which organisations provide which services) which will save effort in understanding this for later work on alternative delivery models in the OBC. We will draw on Insight team to validate/support assertions in the SOC (e.g. that alcohol-related anti-social behaviour and domestic violence is an issue)

- Step 1: A set of initiatives for delivery have already been identified meaning detailed requirements definition work is not required and work can proceed immediately to option development and selection

- Step 2: This would be where the most intense work would be required to bridge the gap between what is currently proposed in the SOC and what is required for the OBC. We would work to develop personas and user journeys to develop options and alternative delivery models considering the whole EcoSystem. This focus on options is consistent with Recommendation 3 in section 2.2

- Step 3: Insight would support the evaluation process of options with data. We would use the understanding of the EcoSystem to consider which options provide the most benefit for the most organisations

- Step 4: We would focus on using co-design to ensure the preferred options were fully detailed

- Step 5: We would use our social value tool to rapidly develop a view on costs, benefits and affordability, based on inputs from the previous step

- Step 6: All of the inputs and analysis from the previous steps will be drawn together into an agreed plan for implementation following approval by CRC.

Capita suggests that the work to deliver the OBC can therefore, still be undertaken within the 10 weeks between mid-July and the end of September 2012 when the OBC need to be submitted into the SCPB and Council ratification process in order to present at the Cabinet Resources Committee on 17 December 2012.

3.2   STEP 0: MOBILISATION

The objective of the Mobilisation is to establish a sound and agreed basis for the development of the OBC review. We have shown that in the particular case of the Safer Communities Strategy SOC, many of key activities have already been undertaken hence the process of mobilisation will be expedited. However, some activities will still need to be completed, particularly in terms of stakeholder engagement in order to meet Recommendation 4 in section 2.2:

- Hold an initial kick-off meeting with the Community Safety project sponsor. The aims of this meeting would be to:

  - Obtain further detail on your requirement

  - Agree how the project will be delivered

  - Identify the key stakeholders, key issues they may have and how they should be consulted

  - Identify and agree key data requirements and how these will be collated

- Put in place fundamental products to manage the project - Level 3 plan, risks/issues/assumptions/dependencies (RAID) log, project management and governance, product descriptions

- Draw together an analytical base of data and information including performance management data, surveys, desk research, academic papers to support later Insight analysis, including wider desk research on related solutions from around the UK and abroad

- Schedule meetings with key stakeholders including the Sponsor, Lead Councillor and members of the Safer Communities Partnership Board

- Review the available mapping of the current community safety service delivery model in Barnet to understand which organisations deliver which services and use this to map out the current and potential EcoSystem

- Understand other initiatives being undertaken in this area and the interdependencies with them

- Define membership of co-design groups and schedule workshops and design activity according to the Level 3 plan

- We will agree with you the scope, audience, content, style, format and high level structure of the main deliverable i.e. the Outline Business Case. This will be based on business case best practice.

By the end of the first week we expect to have agreed the scope, objectives, approach and working arrangements for the OBC development, and will document these in a brief Project Initiation Document (PID). The PID will contain:

- A statement on the objectives of the OBC

- A description of the scope of the OBC

- An outline of the agreed output of the project, its contents, when it will be delivered and who is responsible for delivering it

- A description of the approach to be taken, which will be based on that described in this proposal, but will reflect any specific comments or concerns you may raise in the mobilisation phase

▪ The agreed reporting and governance arrangements and the agreed communication procedures and stakeholders for the project

▪ A description of any risks identified at that point and any required mitigating actions.

The PID will be issued to the Community Safety project sponsor to be formally approved in accordance with your requirements.

3.3   STEP 1: REQUIREMENT GATHERING

Requirement Gathering is about understanding the issues and needs of citizens, organisations within the Safer Communities Partnership and of other organisations involved in community safety.

We have shown that in the particular case of the Safer Communities Strategy SOC, a great deal of work has already been completed in defining solutions hence detailed requirements definition work will not be required. Our work therefore would focus on identification of specific opportunities for improvement in the five main areas of the OBC, which will be drawn together into options in Step 2.

The primary activities in this step will therefore be to:

▪ Understand in depth the scale of the problem in community safety, impacts, costs to society as well as trends to be able to provide real evidence for design and decision making

> *Capita ran a co-design discovery workshop with a range of organisations, including mendLondon, CommUNITY Barnet and Barnet FC to explore specific alcohol-related community safety issues using a persona and user journey identified as problematic by our Insights team. The session concluded with a range of initiatives being proposed for the OBC to address these issues, building on the content of the SOC.*
>
> *See Annex C: Co-design workshop 1 for details and outputs.*

▪ Undertake analysis such as spatial analysis – hot spot mapping, temporal analysis – time of day, customer analysis – demographic of cohort and profiling of localities – showing the inter-relationship of factors.

▪ Collect, analyse and interpret data from the borough and from other open sources (for example with alcohol-related community safety issues we would establish the direct link between alcohol consumption on the part of a specific offender and a specific offence as well as analysing incidents which may be connected with alcohol consumption through their location, timing or context of occurrence)

▪ Establish a co-design group or groups, to provide user insight into the issue at hand

▪ Seek inputs from subject matter experts in Capita on requirements and solutions.

Work at this stage will be take place outside of workshops but with a series of structured interviews and data requests from practitioners in the Partnership.

3.4 STEP 2: OPTION DEVELOPMENT

Option Development is concerned with taking the requirements developed with stakeholders in Step 1 and developing a set of initiatives or projects for consideration. The primary activities in this step will be to work with the Partnership and citizens of Barnet to:

- Understand the gaps between current service provision and those set out in the requirements developed in Step 1

- Formulate the requirements gap into a set of options for delivery - these will in effect be sets of initiatives or projects that can be implemented

- Develop user personas and customer journey maps with the co-design group, to illustrate the future service, with specific detail on key concepts and interventions

- Impact assessment and cost-benefit analysis

Capita ran a second co-design workshop to build on the initiatives identified in the first workshop. Initiatives were grouped into themes and these were developed into a set of options for alcohol-related community safety which would be assessed in the OBC.

See Annex D: co-design workshop 2 for details

- Explore, within these options, how they may be fulfilled in practice including how alternative delivery models may be adopted in the EcoSystem in order to break down existing silos and perceptions of 'who does what' (e.g. crime is currently perceived to be a police problem, whereas the Council may in fact be able to deliver a number of services to combat crime and anti-social behaviour).

We will work with practitioners in Step 2 to consider alternative delivery models for services. For each service identified as part of the requirements capture, a test will be performed to ask:

Capita worked with NUTMEG and Barnardo's to discuss how they could support the provision of community safety services in Barnet in the future.

See Annex A: Alternative Delivery Models for details of our findings.

- Is this a new service to be provided and if so who will be best placed to provide it?

- Is this an existing service and if so is it being effectively delivered? If not who else is better placed to provide it?

In each of these cases, exploring Barnet's EcoSystem will encourage the Partnership to look beyond the current service delivery model and explore new ways of working.

Co-design will help bring together the key elements of Insight and EcoSystem in a collaborative workshop where practitioners develop options for further assessment in Step 3, meeting Recommendation 5 in section 2.2.

In the case of the Safer Communities Strategy OBC, as a number of initiatives have already been proposed in the existing strategy and SOC in the five areas set out in Recommendation 1 in section 2.2, we would seek to develop options from these existing opportunities for improvement by:

- Looking at commissioning models implemented in other partnerships including options on justice reinvestment mechanisms. We will also look at models that are more strategic ensuring that core services and project delivery are linked to needs rather than assumptions and are geared towards much more preventative and protective rather than reactive measures

- For enhanced integrated offender management we would look to work on options for operating model designs for the co-located centre, drawing on expertise within Capita

- For new deal for residents, look at options to link this initially into both Troubled Families and community budgeting and ensure the options extend not just to provision of housing but also advice and support on health, employment, substance abuse, relationships etc. Options will need to transform life chances and break the cycle of disadvantage, making services go further and 'think family'

- For alcohol-related community safety issues, undertake some analysis using our Insight team to understand the scale and nature of the problem in the borough, then use our expertise from Capita to identify what other local authorities have done to address this issue in terms of managing supply and demand for alcohol as well as restricting places where it can be consumed in public

- For CCTV we would look at the technical options for the systems to be implemented as well as the commercial options for which organisations might maintain and monitor this system. We would also look at the current and required sighting of CCTV cameras in the borough (It was noted during the proof of concept period that the five main arterial roads in the borough are not covered by CCTV and are therefore being used extensively by major crime gangs).

We would work closely with experts in the Partnership as well as other organisations in the borough and draw on the experience of subject matter experts in Capita to learn from experiences in other parts of the country. We would run:

- One half-day option design workshop in each of the five areas of the OBC

- Potentially an additional final half-day workshop with senior practitioners to ensure that individual options in each area are consistent.

Outside of formal workshops, we may use our team of practitioners aligned to the OBC delivery team (see section 4.2) as a sounding board for ideas and as a means of cross-checking recommendations being made in the OBC.

3.5 STEP 3: OPTION SELECTION

Option Selection delivers the stakeholder assessment of options developed in Step 2 using an agreed set of criteria to select a preferred option that is accepted by all. The primary activities in this step will be to work with the Partnership and citizens of Barnet to:

- Work using Insight to define a set of option assessment criteria based on the risk, cost and benefits of delivery, working with practitioners to determine which criteria are most important

▪ Use the personas and user journeys from Step 1 to continually assess the options alongside the assessment criteria. To develop more detailed visualisations of the service

▪ Consider the options developed in Step 2 and assess each to consider which is the best for the Partnership as a whole.

The EcoSystem concept will be used at this step in the process to ensure that the full range of service providers and users are considered in the options assessment and to:

▪ Support the facilitated workshop to bring in views on the wider EcoSystem

▪ Encourage trade-offs between different organisations to find an EcoSystem-wide optimal solution.

In the case of the Safer Communities Strategy SOC, this work will require us to develop individual options in each of the five areas of the OBC, then draw these together into an overall view to ensure that options are not contradictory. We would run:

▪ One, full day options selection workshop with the objective of finalising selection criteria and weighting, selecting preferred options in each of the five areas of the OBC and then cross-checking to ensure consistency.

A range of criteria will be used to assess options including cost and contribution to strategic objectives but we will seek to select options overall that help reduce risk and harm in the community as much as is practicable.

3.6   STEP 4: TEST & REFINE SOLUTION

With a preferred option selected, in Step 4 we will ensure the solution is fit for purpose for current community safety issues and future-proofed for new issues that may arise in the future. The primary activities in this step will be to work with the Partnership and citizens of Barnet to:

▪ Analyse the strategic and operational impact of the preferred option using Insight to:

  ▪ Analyse data from borough or other parts of the UK to assess the impact of the chosen option

  ▪ Use trends analysis to support scenario modelling

▪ Co-produce prototype development, test and refine using scenario modelling, customer journeys to stress test and refine the design to be fit for purpose into the future

▪ Refine the option solution into a detailed set of designs

▪ Encourage trade-offs between different organisations to find an EcoSystem-wide optimal solution.

In the case of the Safer Communities OBC we would work with experts in the borough to refine down designs of the preferred option in a series of iterative co-design meetings with the potential to culminate with a formal workshop at the end of the step where key practitioners are brought together to ratify the final designs.

3.7   STEP 5: COST BENEFITS ANALYSIS

Cost Benefits Analysis is focused on analysing the costs to implement change and associated affordability in addition to stakeholder-agreed forecasts of cashable, non-cashable and performance improvement benefits. The primary activities in this step will be to work with the Partnership and citizens of Barnet to:

▪ Understand the full costs of delivering the change across the Partnership

▪ Understand the affordability of the solution

▪ Quantify and agree benefits forecasts across the Partnership.

We will build our core business case activities in Step 5 on the benefits management and realisation approach set out in the Corporate Programmes Method Statement and replicated below.
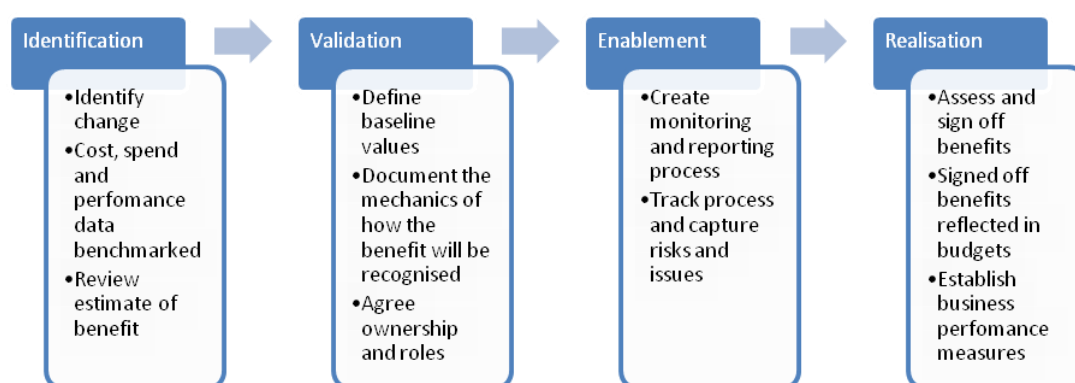

Figure 3 - Benefits management and realisation

We will:

▪ Work with those involved in the delivery of services in the preferred option to build up a full view on the implementation and run costs of the solution, considering both capital and revenue costs separately

▪ Build up a social value model comparing available funding across the Partnership with the forecast implementation costs to show affordability of the solution

Capita undertook a short piece of work to understand the contribution of the proposed changes in alcohol to the realisation of the strategic objectives of the Safer Communities Partnership and the three Council principles. A benefits logic map was built to demonstrate how the changes led to the objective. Further work was completed to define a set of measures against which the objectives could be measured (from an alcohol perspective) in order to support required later work in quantifying benefits using the social value tool.

See Annex F: Benefits logic mapping for details.

- Work with nominated leads in each of the Partnership organisations using the social value model again to forecast efficiency, economy and effectiveness benefits to be realised following implementation of the proposed changes and sign off these benefits forecasts

- Develop all the necessary benefits management collateral including benefits profiles, realisation plans, finalised logic maps.

Using Insight we will provide the analytics behind the costing, funding and benefits analysis. The Insight team will:

- Draw on data from multiple sources to extrapolate out costs where it is not possible to estimate accurately normally

- Draw on experiences from other parts of the UK or abroad to model benefits to be realised from changes implemented

- Support the OBC delivery team in ensuring benefits are robust and de-duplicated.

For the Safer Communities OBC this would entail:

- Working with experts from the borough and from Capita to determine the likely costs of implementing change and of running changed systems, processes or organisation structures

- Working with Finance team in each Partnership organisation to understand what capital and revenue funding will be available and comparing this to costs, assessing against the figure of £1m quoted in the SOC and adding in granularity on how this funding will be broken down

- Developing benefits logic maps showing how options to be implemented contribute to the strategic objectives of the Partnership and using Insights to determine the scale of the impact from the changes proposed

- Quantifying, where they exist, cashable savings to be realised and feeding this into the medium-term financial strategies and austerity plans of organisations in the Partnership.

In our experience costs and benefits forecasts are best built up piecemeal with individual stakeholders, with periodic check backs to ensure there is no double counting. As such, we would not seek to use formal workshop in this step, but rather a series of structured discussion with practitioners (who will be realising the benefits) to understand what the impact will be. These meetings will be replicated with finance staff to iteratively develop the cost and funding model.

We would seek to use the practitioners aligned to the core delivery team as champions for benefits realisation in their organisations - we would look to them to be the individuals who would assess the benefits realised from implementation after the OBC recommendations are ratified.

3.8 STEP 6: PLAN & DOCUMENT

The Plan and Document stage is about initiating a 'call to action' to implement changes recommended, and justifying these changes to senior leaders drawing together all the analysis from the previous steps. The primary activities in this step will be to work with the Partnership and citizens of Barnet to:

- Draft the formal OBC paper and related executive summary papers and presentations, based on a five-case OBC pulling together analysis and design from previous steps into a single story

- Submit the paper into and marshal it through the review and approvals process

- Develop a plan for how changes will be implemented with clear responsibilities, interdependencies mapped

- Phase the implementation of changes to ensure that interdependencies between elements of the solution are taken into consideration and benefit is maximised

- Agree transition plans from OBC development and sign off to initiation of a project to implement the changes.

For the Safer Communities Strategy OBC this will mean development of an implementation plan for the changes recommended, once they are approved by relevant boards. Forecast performance improvements and cashable savings from the benefits work would be fed into the respective plans of Partnership organisations. The implementation plan would also be linked into updated delivery structures. We would define critical success factor performance measures to allow the Partnership to understand better where progress is being made on implementation and where action is required to put delivery back on track.

3.9 BENEFITS

The benefits of Capita's proposed approach are:

- Rapid progression to implementation of initiatives will be encouraged where there is no further need for investment justification (e.g. for opportunities with low implementation/run costs, legal/statutory imperatives etc.)

- The OBC will provide detail on the challenge, set out definitive options, select a preferred option and build up a detailed costs, benefits and funding case for this

- Use personas and customer journeys that are 'fact-based' to build a deep understanding of the requirements

- By understanding the Barnet Safer Communities EcoSystem, we would ensure that the widest stakeholder landscape is identified and considered in the development of requirements - we listen to what customers and service providers need

> *Chief Supt. Neil Seabridge of the Metropolitan Police recognised co-design as a means of drawing together siloed organisations across the Partnership and getting design consensus.*

- Use of root cause analysis to prevent requirements being developed without full consideration of the problem - it means practical and oftentimes alternative less costly solutions are identified to address issues

- Co-design to reduce risks by gathering practitioners together early in the design process to ensure that their views and needs are included

- Our process ensures that there is consistency between the top-down designs set out by senior leaders in the Partnership and the bottom-up designs defined by practitioners on the ground

> *Richard Dwerryhouse of Barnardo's London stated the EcoSystem would help organisations realise they did not have to be specialists in everything and that they could use alternative providers to deliver some services*

- By understanding Barnet's EcoSystem the Partnership will be pushed to consider alternative ways of solving problems and importantly help break down some of the siloed ways of working and thinking currently in place in Barnet

- Benefits analysis and funding analysis are linked together, meaning reinvestment strategies can be explored with economy savings shared across the Partnership instead of being retained within one organisation.

4   DELIVERY PLAN & TEAM

The purpose of this section is to set out what products the Capita team would deliver as part of their work on the Safer Communities OBC, the key milestones through to Cabinet Resources Committee, the team structure and personnel we propose and how commercially we would work with you to implement change.

4.1   DELIVERABLES

The main deliverable produced at the end of the OBC development period will be a Microsoft Word document outlining a preferred option and justified investment across the five main areas of:

- New deal for residents

- Commissioning model

- Enhanced integrated offender management

- Community-based approach to dealing with alcohol-related anti-social behaviour and domestic violence

- CCTV technical review.

The paper will summarise the attractiveness, achievability and affordability of the preferred option in each area, drawing these together into a coherent single view to ensure there are no inconsistencies in the design. Supporting the business case paper will be a number of other deliverables.

- Social value tool summarising costs, affordability and benefits of implementing proposed changes

- Benefits profiles and logic maps showing what benefits will be realised from implementing the changes and the rationale behind this

- One or more customer journey documents providing an early-stage illustration of the future service and the concepts that make it up. This will be supported by user personas, and a summary of the data analysis on which it was founded

- Level 3 Gantt chart showing to detailed activities and milestones to implement the proposed changes following ratification by Cabinet Resources Committee (including performance measures to be used by the Safer Communities Partnership to ensure implementation is on track).

A table of deliverables, a description and purpose is shown in Annex G: Deliverables Plan.

A day plan for the delivery of the Safer Communities Strategy OBC deliverables is shown Figure 4. This plan shows key milestones through to completion of the OBC development on 28 September 2012. It is proposed that the OBC be reviewed and discussed at the Cabinet Resources Committee on 17 December 2012.
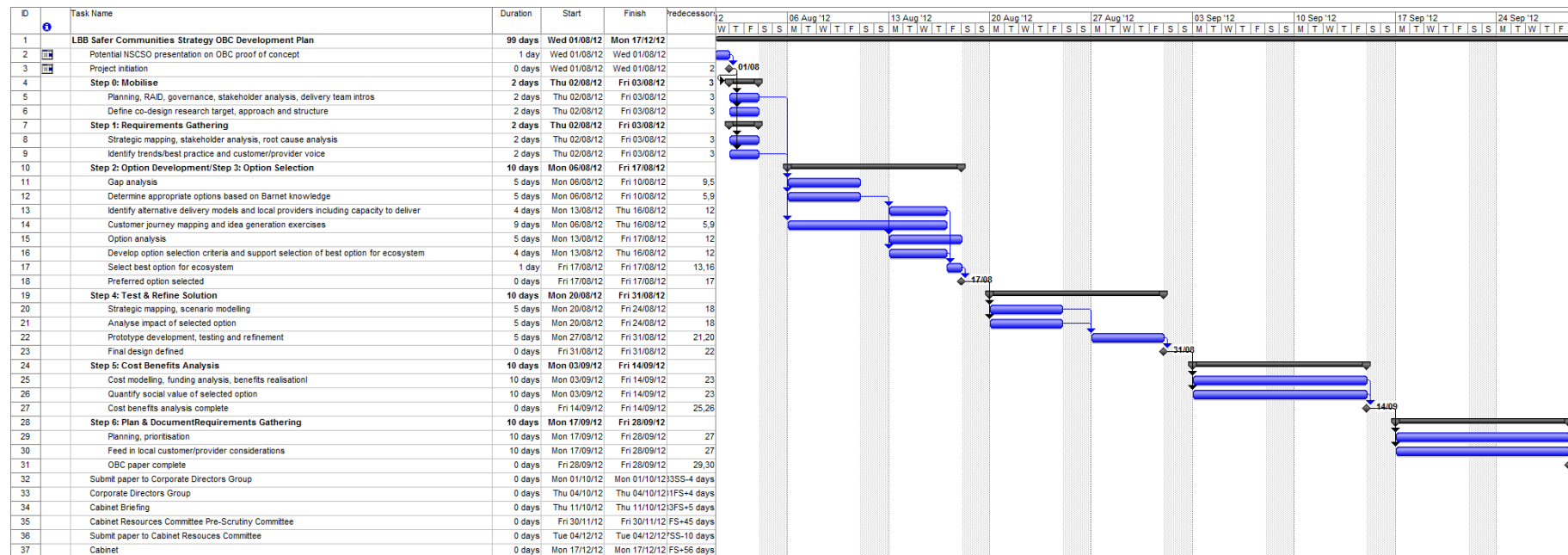
ID		Task Name	Duration	Start	Finish	Predecessors
1		**LBB Safer Communities Strategy OBC Development Plan**	99 days	Wed 01/08/12	Mon 17/12/12	
2		Potential NSCSO presentation on OBC proof of concept	1 day	Wed 01/08/12	Wed 01/08/12	
3		Project initiation	0 days	Wed 01/08/12	Wed 01/08/12	2
4		**Step 0: Mobilise**	2 days	Thu 02/08/12	Fri 03/08/12	3
5		Planning, RAID, governance, stakeholder analysis, delivery team intros	2 days	Thu 02/08/12	Fri 03/08/12	3
6		Define co-design research target, approach and structure	2 days	Thu 02/08/12	Fri 03/08/12	3
7		**Step 1: Requirements Gathering**	2 days	Thu 02/08/12	Fri 03/08/12	
8		Strategic mapping, stakeholder analysis, root cause analysis	2 days	Thu 02/08/12	Fri 03/08/12	3
9		Identify trends/best practice and customer/provider voice	2 days	Thu 02/08/12	Fri 03/08/12	3
10		**Step 2: Option Development/Step 3: Option Selection**	10 days	Mon 06/08/12	Fri 17/08/12	
11		Gap analysis	5 days	Mon 06/08/12	Fri 10/08/12	9,5
12		Determine appropriate options based on Barnet knowledge	5 days	Mon 06/08/12	Fri 10/08/12	5,9
13		Identify alternative delivery models and local providers including capacity to deliver	4 days	Mon 13/08/12	Thu 16/08/12	12
14		Customer journey mapping and idea generation exercises	9 days	Mon 06/08/12	Thu 16/08/12	5,9
15		Option analysis	5 days	Mon 13/08/12	Fri 17/08/12	12
16		Develop option selection criteria and support selection of best option for ecosystem	4 days	Mon 13/08/12	Thu 16/08/12	12
17		Select best option for ecosystem	1 day	Fri 17/08/12	Fri 17/08/12	13,16
18		Preferred option selected	0 days	Fri 17/08/12	Fri 17/08/12	17
19		**Step 4: Test & Refine Solution**	10 days	Mon 20/08/12	Fri 31/08/12	
20		Strategic mapping, scenario modelling	5 days	Mon 20/08/12	Fri 24/08/12	18
21		Analyse impact of selected option	5 days	Mon 20/08/12	Fri 24/08/12	18
22		Prototype development, testing and refinement	5 days	Mon 27/08/12	Fri 31/08/12	21,20
23		Final design defined	0 days	Fri 31/08/12	Fri 31/08/12	22
24		**Step 5: Cost Benefits Analysis**	10 days	Mon 03/09/12	Fri 14/09/12	
25		Cost modelling, funding analysis, benefits realisationl	10 days	Mon 03/09/12	Fri 14/09/12	23
26		Quantify social value of selected option	10 days	Mon 03/09/12	Fri 14/09/12	23
27		Cost benefits analysis complete	0 days	Fri 14/09/12	Fri 14/09/12	25,26
28		**Step 6: Plan & DocumentRequirements Gathering**	10 days	Mon 17/09/12	Fri 28/09/12	
29		Planning, prioritisation	10 days	Mon 17/09/12	Fri 28/09/12	27
30		Feed in local customer/provider considerations	10 days	Mon 17/09/12	Fri 28/09/12	27
31		OBC paper complete	0 days	Fri 28/09/12	Fri 28/09/12	29,30
32		Submit paper to Corporate Directors Group	0 days	Mon 01/10/12	Mon 01/10/12	33SS-4 days
33		Corporate Directors Group	0 days	Thu 04/10/12	Thu 04/10/12	31FS+4 days
34		Cabinet Briefing	0 days	Thu 11/10/12	Thu 11/10/12	33FS+5 days
35		Cabinet Resources Committee Pre-Scrutiny Committee	0 days	Fri 30/11/12	Fri 30/11/12	FS+45 days
36		Submit paper to Cabinet Resouces Committee	0 days	Tue 04/12/12	Tue 04/12/12	?SS-10 days
37		Cabinet	0 days	Mon 17/12/12	Mon 17/12/12	FS+56 days

Figure 4 - OBC production timeline

The key review and approval board dates after completion of the final report are as follows:

- Submit paper to Corporate Directors Group 01/10/12

- Corporate Directors Group 04/10/12

- Cabinet Briefing 11/10/12

- Cabinet Resources Pre-Scrutiny Committee 30/11/12

- Submit paper to Cabinet 04/12/12

- Cabinet 17/12/12.

In addition to formal presentation and approval at relevant boards, key stakeholders will be engaged with throughout the OBC development process:

- Fortnightly update meetings with Julie Taylor, Sponsor

- Fortnightly update meetings with the Lead Councillor including one during mobilisation and final briefing prior to completion on 28 September

- Ex-committee engagement with Safer Communities Partnership Board members and, if meeting dates allow formal presentation at a Board meeting.

4.2 DELIVERY TEAM

Our core OBC delivery team structure is shown in Figure 5. It will be comprised of a:

- Project Manager (0.5FTE) responsible for oversight of delivery of the OBC, progress reporting to the Project Board and other governance, senior stakeholder engagement

- Business Case Analyst (full time) responsible analysis of data for the OBC, composition of the main deliverable, benefits forecasting and management, design engagement with stakeholders, facilitation of workshops.

We would work with the Council to understand how the current Project Manager, with deep experience from the development of the SOC, could be retained as part of this team, as appropriate.

Capita have a wide range of experts in public sector business case development and with deep experience of working in policing and justice and community safety specifically. We understand the need for business cases to be practically focused - they should not just become 'shelf-ware' but, after justifying investment in change, should be used as a core project management tool to manage against the plan, manage risk and continue to assess attractiveness, achievability and affordability.

Figure 5 - OBC delivery team

The delivery team would be augmented by tapping into a range of subject matter experts from across Capita, as appropriate, who would be involved as required, including individuals with experience as practitioners and advisors working in:

- Policing and justice including ex-Police officers, magistrates and criminal justice practitioners

- Health advisory both at a local and national level

- Education working with central government and local education authorities

- Urban design and planning to design safer and more sustainable communities including the provision of CCTV

- Community safety improvement designing and implementing initiatives to bring communities together to reduce crime and improve well-being

- Our propositions in Insight, EcoSystem and co-design.

Pen portraits of our proposed team and a list of key subject matter experts, some of whom were involved in supporting the Proof of Concept project, and could fulfil the delivery team roles is shown in Annex H: OBC Delivery team.

We believe in joint team working, so the delivery team will also work in conjunction with representatives from the formal Safer Communities Partnership (we would seek 1-2 part time individuals from each organisation to work with us intermittently during the OBC development period e.g. attending co-design workshops and acting as sounding boards for ideas) as well as other interested stakeholders from third sector and private organisations who are working on community safety issues in Barnet.

The purpose of this will be to have a team of individuals who have experience, knowledge and understanding of community safety in Barnet to be able to provide further detailed Insight and challenge to the work we deliver and to build support in their respective organisation. This team will also be critical to signing off benefits to

be realised from changes recommended and in designing options that are achievable.

The delivery team would also need intermittent access to Finance and HR managers in each of the Partnership organisations in order to be able to effectively build the economic and financial cases for the OBC.

4.3 RELATIONSHIPS WITH SAFER COMMUNITIES PRACTITIONERS

In addition to the team from Capita, we would use established relationships built with community safety practitioners and stakeholders from across the borough and London to support the OBC delivery team. We have good relationships with:

▪ Darwin Bernardo - Co-founder of NUTMEG a community engagement organisation in Barnet

▪ Richard Dwerryhouse - London Manager for Barnardo's

▪ Janet Matthewson - Barnet FC community liaison and member of CommUnity Barnet

▪ Liane Hartley - ex-Capita employee and founder of mendLondon

▪ Tim Blanc - Barnet Homes.

These individuals will provide a valuable extra dimension on our work, bringing in Insight from the citizen level and from outside of the formal Partnership structure. We will also be able to understand from them practical solutions that have been implemented outside of the borough with positive impacts.

4.4 COMMERCIAL MODEL

We propose the OBC is delivered though a fixed price agreement as minimal cashable benefits have been identified through the SOC and appear to be available through the initiatives in scope. At this stage, no fees are proposed as a competitive volume based rate card is still being developed for Barnet, but an indicative number of days per role are shown below.

ROLE	ESTIMATED EFFORT
Project Manager	20 days (part time)
Business case analyst	41 days (full time)
Programme management and PMO	5 days
Subject matter experts	20 days (for use of key SMEs)

The estimates assume:

▪ Start date of 2 August 2012 and submission of final OBC on 28 September 2012

▪ One day public holiday (late August bank holiday)

- Access to a pool of six Capita subject matter experts during the OBC development to provide specialist advice on:

  - Co-design and user-centred service design

  - Community policing

  - Community health, education and employment

  - Troubled families

- Insight provided by the Insight team, within the scope of their already funded work

- Support from procurement in understanding and engaging Barnet's EcoSystem for the project

- The OBC will be delivered as part of a wider set of projects, therefore overarching programme management and PMO support will be required.

5   PROJECT MANAGEMENT

5.1   GOVERNANCE & REPORTING

Our proposed project governance structure is shown below.
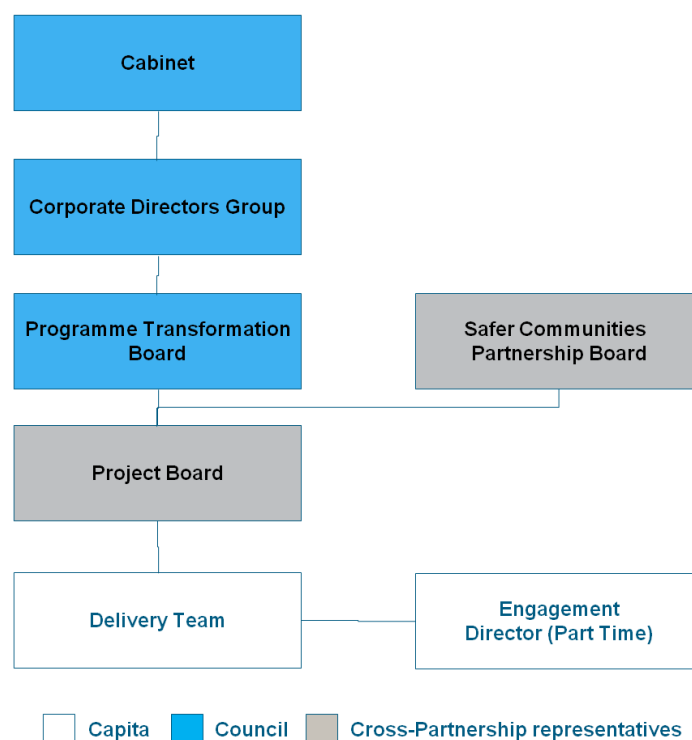
Figure 6 - Project governance

The project reporting line will then be as follows:

The delivery team, through the Project Manager, reports up to the Project Board, attending monthly board meetings.

The Project Board will report up to the:

- Safer Communities Partnership Board on a quarterly basis

- Programme Transformation Board (PTB) on a monthly basis

- PTB will in turn report up to Corporate Director's Group Programme Board on a monthly basis.

The Safer Communities Partnership Board will be instrumental in commissioning members of their organisations to deliver the prescribed changes. The short duration of the OBC development process means that we will seek to engage with SCPB ex-committee where required. As our delivery team will be aligned to operational members of each Partnership organisation as nominated by SCPB leads, we will also look to ensure effective engagement in that way.

The Project Manager will report to Capita's Transformation Director, who is accountable to the Council for the successful delivery of an acceptable OBC.

As described in the Corporate Programmes Method Statement, Capita's internal delivery assurance will be provided by a part time Engagement Director from Capita Consulting, who will have Capita's internal accountability for the quality of the OBC.

5.2   STAKEHOLDER ENGAGEMENT

Effective stakeholder engagement will be critical to the successful development of the OBC and its acceptance by the Safer Communities Partnership, other practitioners in the borough and the general public. A considerable amount of work has already been done whilst developing the SOC to understand stakeholders which we will use during the OBC development to:

- Understand the current level of engagement with each stakeholder and their perceived level of support for the Safer Communities Strategy and the SOC

- Build this information into a stakeholder tracking tool

- Map each stakeholder onto an impact/influence map

- Use this map to design our engagement strategy during the OBC develop process in terms of messages, delivery mechanisms etc.

An initial assessment of the stakeholder landscape based upon information supplied by Barnet Council is shown below.
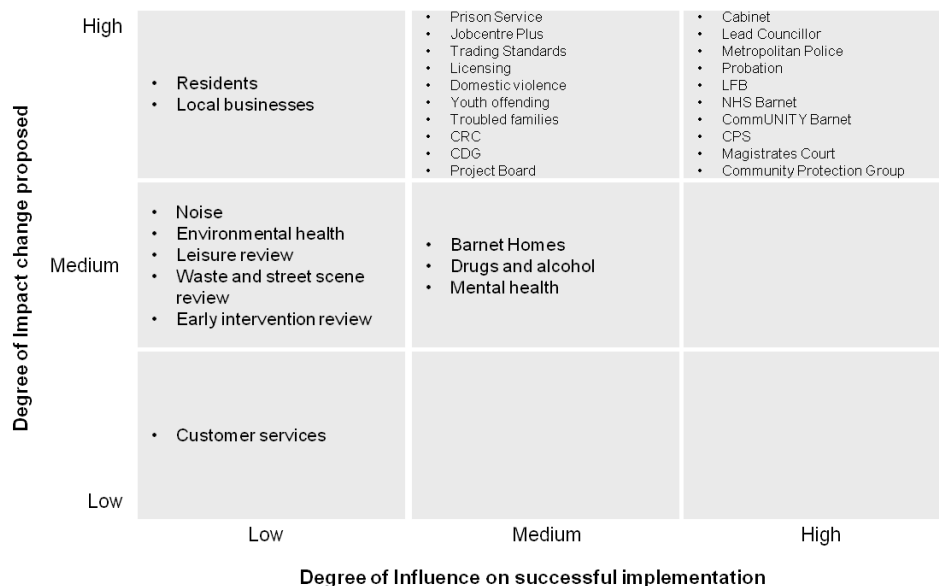
Figure 7 - Stakeholder impact / influence mapping

At this stage based on the limited engagement with stakeholder during the proof of concept period it has not possible to meaningfully assess all stakeholder groups to ascertain if they are opponents to or enthusiasts of change. Indications are, however, that the main organisations within the Partnership (e.g. Metropolitan Police, Community Protection Group) are fully supportive of the Safer Communities Strategy and the findings of the SOC.

This stakeholder mapping will be managed and updated during the OBC development process and the engagement process with key stakeholders designed according to their position on the plot. High impact/high influence stakeholders will be engaged with on a one-on-one basis with tailored communications whereas those of lower impact/influence will be engaged with using other mass contact means such as intranet sites, newsletters etc.

5.3 RISKS

The primary risks to the effective and timely delivery of the OBC, building on those listed in the SOC are shown below.

ID	Description	Likelihood	Impact	Mitigating Actions
1	Lack of engagement from Partnership members leads to an inability to deliver co-design	Medium	High	▪ Nominate operational leads from each Partnership organisation to work part time with OBC delivery team ▪ Define teams and workshop dates early ▪ Seek support from line managers to prioritise OBC support
2	Lack of coordination across Partnership EcoSystem on designing changes leads to sub-optimal designs	Medium	High	▪ Map out stakeholders in EcoSystem early and make contact ▪ Design engagements with stakeholders to ensure full involvement in process
3	Partnership organisations do not provide data leading to an inability to provide meaningful insights on community safety	Medium	Medium	▪ Develop data request list as part of mobilisation ▪ Assess what information already exists from SOC stage
4	Withdrawal of funding from Partnership leads to retrenchment to siloed working	Low	High	▪ Work with Partnership organisations to secure resources for a sufficient amount of time to avoid need for cross-charging
5	Job security fears may prevent staff from Partnership organisations engaging	Low	High	
6	Design recommendations are not accepted by the Partnership and/or CRC leading to no change being implemented	Low	High	▪ Work with representative from the partnership throughout the process to develop agreed designs ▪ Engage with decision makers throughout the process to ensure buy in at early stage
7	Consensus cannot be achieved on the preferred options	Low	High	▪ Engage with practitioners early in the design process

Figure 8 - Key risks in OBC development

Risks will be managed throughout the duration of the development process. The Project Manager will proactively work with the delivery team to deliver actions to address the risks.

6   CREDENTIALS

Capita has deep and wide experience in the development of business cases, options analysis and alternative delivery model design in public sector organisations. We will use this experience in our work on the Safer Communities OBC by bring in best practice and leading edge thinking from previous clients.

We summarise below two examples of clients we have worked that are comparable to Barnet Council and the Safer Communities OBC to give a flavour of the breadth of experience we have. Full case studies are provided in Annex J: Credentials. Social work practices at Department for Education.

Across the Public Sector, alternative delivery models are being considered to improve quality of service and deliver cash savings. Capita has extensive experience of supporting Public Sector organisations to appraise, design and implement alternative delivery models, ranging from trading companies to social enterprises. We partnered with the Department for Education to translate its policy of innovative service delivery for Looked after Children into reality.

Social work practices (SWPs) are an innovative delivery approach that aims to improve outcomes for children in care. Since 2009, Capita has successfully worked with the Department for Education (DfE) and LAs to establish SWPs as social worker-led organisations. Capita was chosen by the Department because of our strong track record in alternative delivery models and commissioning, and domain expertise in social care and education.

The aim of the SWP is to put the child at the heart of the service, bringing decision making much closer to the children and young people. SWPs have some autonomy or independence of the Local Authority, and provide the social care for a specified group of children in longer-term care.

6.1 LOCAL BOROUGH COUNCIL ONE STOP SHOP OPTIONS

The Council had the strategic goal of locating all face to face customer services in their One Stop Shop (OSS) in order to improve customer care, whilst simultaneously delivering efficiency savings. Capita was engaged to undertake an options report for the future location of their main reception, which provided services to clients of both Children's and Adult's Services.

Capita's swift analysis of the project and subsequent recommendation to change the scope ensured valuable resources were efficiently deployed. By providing the Council with a clear understanding of the three distinct services, Capita has facilitated future relocation plans. The Council will witness an improvement in the processes to be moved to the OSS as Capita Consulting has extended their scope. As these services will be performed by existing OSS staff, customers will be able to access more services via the OSS, thus extending the Council's vision. Capita's recommendation to move administrative processes to their corresponding teams means existing staff will carry out the processes, delivering both efficiency savings and more streamlined processes to the Council.

7   ANNEX A: ASSESSMENT OF THE CURRENT SOC

7.1   INSIGHT ON EXISTING COMMUNITY SAFETY DATA

During the proof of concept period, Capita requested data to be able to undertake data analytics in a cross-section of areas to understand relative significance. These areas and status of data provided by 24 July 2012 are as follows:

- Youth crime data including offence, ward, timings - no data was provided

- Anti-social behaviour complaints to Council - data was extracted from call centre logs

- Anti-social behaviour complaints to Social Housing Providers - no data was provided

- Racial incidents - data was provided on racial incidents in schools by ward

- Alcohol-related crime - no borough specific data was provided but open source research found pertinent data on the Metropolitan Police Service internet site.

We used the provided data and that source through open source research to undertake some initial work to provide Insight on community safety issues in the borough.

Our analysis of racial incidents in schools showed some interesting patterns when plotted as a heat map on a map of the borough
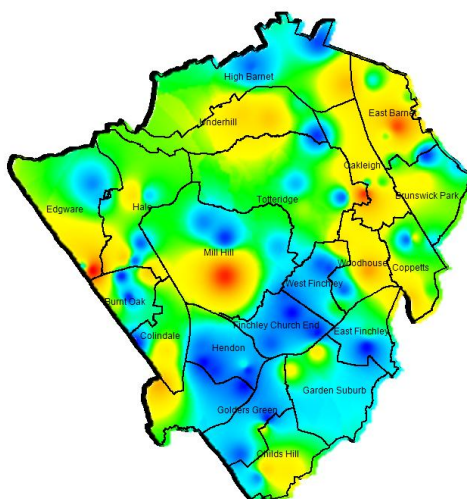
Figure 9 - Racial incidents in schools heat map

There are hotspots for these incidents in the south of Edgware, south central Mill Hill, the eastern parts of East Barnet and east Totteridge.

Of real interest and with implications on the Safer Communities Strategy and OBC, our analysis highlighted alcohol as a key driver of crime, anti-social behaviour and

other community safety issues in the borough, and one that is currently increasing in prominence in terms of impacting citizen perceptions.

Analysis of data from the North West Public Health Observatory showed that in Barnet:

- Although decreasing, the rate of alcohol-related recorded crime is higher than the national average at 8.4 per 1000 population, ranking 94th out of 151 primary care organisations in England

- The rate of alcohol-related violent crime is also decreasing and is significantly better than the England average

- The rate of alcohol-related sexual offences, though not significantly better than the England average is increasing.

Further research indicated that:

- 10% of all reported crime is alcohol related

- Between January 2010 and December 2011, there was a 17% increase in alcohol related call outs.

Similarly at a national level in a community of 100,000 people, each year:

- 2,000 people will be admitted to hospital with an alcohol-related condition

- 1,000 people will be a victim of alcohol-related violent crime

- Over 400 11-15 year olds will be drinking weekly

- Over 13,000 people will binge-drink

- Over 21,500 people will be regularly drinking above the lower-risk levels

- Over 3,000 will be showing some signs of alcohol dependence

- Over 500 will be moderately or severely dependent on alcohol.

Despite this, alcohol issues are not a direct priority in the Safer Communities Strategy (although it is implicitly referenced in parts). This analysis would support the need to include alcohol-related anti-social behaviour and domestic violence as a key component of the OBC and provide some focus areas on what are the priority intervention areas required.

7.2   ASSESSMENT OF GAP TO BEST PRACTICE OBC

Best practice business cases assess the attractiveness, achievability and affordability of projects by looking at five mutually exclusive and exhaustive cases - strategic, economic, commercial, financial and achievability (Source: Government Procurement Service)

As the business case develops from strategic outline case to outline business case to full business case, so the depth and certainty of the analysis should increase, as is summarised below.

Case	Strategic outline case	Outline business case	Full business case
Strategic	**Completed in full**	Revisited and revised	Revisited and revised
Economic	Completed to the long-list of alternative options phase, with a recommended way forward and initially recommended shortlist.	**Completed in full**	Any findings from the procurement included in the analysis and recorded
Commerical	Address the fundamentals of any procurement and Deal	Outlined proposed Deal structure/s and key contractual clauses/ payment mechanisms	**The recommended deal is written up**
Financial	Discusses the likely affordability of the proposed scheme	Contains detailed analysis of affordability and funding gaps	**Affordability and funding issues resolved**
Achievability	Outlines how the project will be set up and managed	Develops in more detail how the scheme will be delivered with an outline of the proposed programme/ project management plan	**Detailed plans for delivery and arrangement for the realisation of benefits, management or risk; and post evaluation are recorded**

The SOC was analysed against the criteria above and the following recommendations made on how to get to the level of detail required for a fit-for-purpose OBC:

▪ Strategic - There needs to be a demonstrable link between the planned initiatives and the achievement of the Partnership/Council objectives. Clarity overall is required on the various corporate objectives that are being addressed and how they join up

▪ Economic - A full set of benefits forecasts and realisation plans need to be developed for cashable, non-cashable and effectiveness benefits using a benefits logic map. Cashable savings need to be linked back to the medium-term financial strategies of the Council and other members of the Partnership. A detailed set of options and a preferred option is required with a full set of implementation and run costs determined. Analysis will be required over a 10-year period from 2012/13

▪ Commercial - Clear understanding of which, if any, private or third sector organisations will be providing community safety services is required and how contractually this will be managed.

▪ Financial - A clear understanding of budgets across the Partnership is required in order to be able to run affordability analysis against the money required to implement the changes. Analysis will be required over a 10-year period from 2012/13

▪ Achievability - A full understanding of what is going to be delivered (the portfolio or dossier) is required and a prioritised delivery plan shown. Project management needs to include links to other organisations in the Partnership to show how they will be involved in and kept up to date on delivery

7.3 CAPITA SUBJECT MATTER EXPERTS WORKSHOP

On 25 June 2012, Capita ran an internal subject matter experts workshop in its London offices. The purpose of this workshop was to refine our approach to engaging with stakeholders in Barnet by testing ideas with experts first and to critique and augment existing initiatives and recommendations from the Safer Communities Strategy SOC. This allowed us to rapidly develop a set of solutions and related requirements ahead of going out into the practitioner community. Attendees were as follows:

- John Burbeck, ex-Chief Constable of Warwickshire Police

- Guy van Koetsveld, Capita Consulting

- Richard Stratton, Capita Consulting

- Helen Turnbull, Capita Policing Market Director

- Julie Wenton-Parry, Capita Secure Information Systems

- Joel Bailey, co-design and user-centred service design expert

- Neil Mackin, Insight and data analytics expert

- Gillian Hunter, EcoSystems expert.

A review of the recommendations in the current SOC brought out a range of comments in each of the areas of focus.

Our experts also cited a number of examples from outside of the borough where improvements in community safety had been achieved, as well as sources of research through academia and other independent bodies. The outputs are summarised in the table below.

FOCUS AREA	KEY COMMENTS	CITED BEST PRACTICE
Delivery plan	▪ Implementation of changes from the OBC should lead into a continuous cycle of plan-do-check-act rather than having to go through formal business case development - process should be agile.	
Delivery mechanisms & governance	▪ Leaders should be empowered to deliver change and have the means to assess and challenge	

FOCUS AREA	KEY COMMENTS	CITED BEST PRACTICE
	delivery ■ Delivery should not only be though the formal Partnership but also using third sector and/or private organisations.	
New deal for residents	■ Community leaders need to be used to spread the word ■ Needs to focus not just on housing but support in other areas to work - health, education, employment ■ Contracts need believable measures and targets.	■ Liverpool CVS community network ■ Aylesbury estate, Walworth ■ Manchester city centre.
Commissioning and whole systems working	■ Need to address barriers to working with the third sector ■ Need to look at the entire system including links into education and health, not just criminal justice ■ Whole system also needs to consider impacts outside the borough - work with neighbouring boroughs closely too ■ Link in with private companies too through business watch/pub watch schemes ■ Need to focus on Troubled Families primarily ■ Need to introduce payment by results but not just numbers of individuals intervened with, by outcomes ■ Whole system working requires joined up processes and data sources to be effective	■ Lewisham total place initiative and community budgeting.
Enhanced integrated offender management	■ Community payback schemes need to be advertised to show something is being done to restore the balance.	■ Devon & Cornwall Police ■ Surrey community payback scheme ■ Bristol IOM ■ Bedfordshire tackle the family ■ North Wales community safety partnership ■ Restorative justice in

FOCUS AREA	KEY COMMENTS	CITED BEST PRACTICE
		PSNI and Thames Valley.
Approaches to deal with alcohol-related ASB and DV	▪ Make use of A&E data to identify hotspots ▪ Common data required across Partnership organisations ▪ How successful is CCTV in addressing alcohol-related crime?	▪ Cardiff model research by Prof. Martin Innes ▪ GMP link CCTV to police control room ▪ Devon & Cornwall Police DV project.

7.4 ASSESSING SOC RECOMMENDATIONS AGAINST OUR PRIORITY MATRIX

Currently, the Safer Communities SOC sits at the end of the SOC production stage, awaiting review and progression into OBC stage. We understand that intention is for the solutions that are to be developed in the five areas should all be taken directly into implementation following the OBC. Therefore, we would apply the commissioning model by:

▪ De-coupling the analysis of what is being delivered (specific service initiatives to augment the strategy and those in the strategy itself described in section 4.3 of the SOC) from how it is being delivered (plan, governance mechanism recommendations described in sections 4.1 and 4.2 of the SOC)

▪ Assess what is being delivered (from 4.3) against the Prioritisation Criteria in the approach above to consider which opportunities to augment the current Safer Community Strategy can be fast-track implemented without further investment justification in an OBC.

Changes to the delivery mechanisms would not be further assessed in the OBC and would, as set out in the SOC be implemented immediately.

Current opportunities in the SOC in the area of alcohol-related anti-social behaviour and domestic violence were assessed against the Prioritisation Criteria set out in the Corporate Programmes Method Statement. The results are shown below. The assessment was completed against the entire set of recommendations in this area.
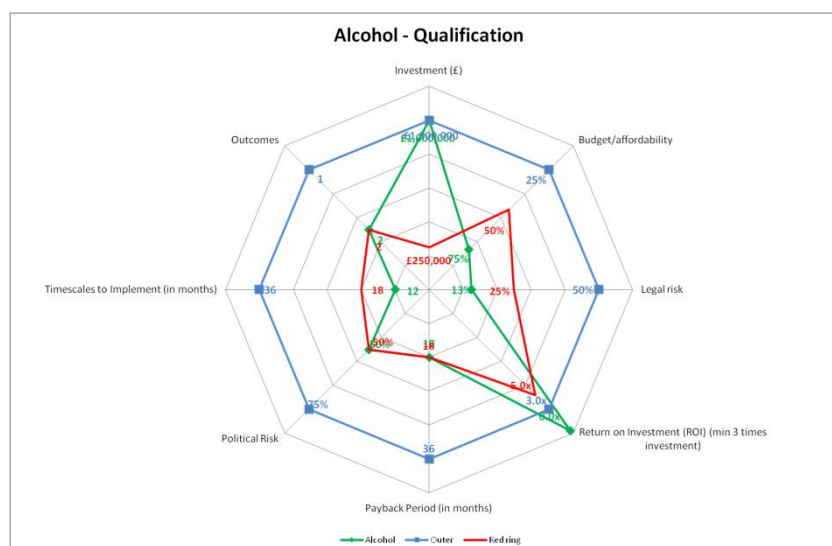
Figure 10 - Assessment versus Prioritisation Criteria

The analysis suggests the following:

- Overall the lack of certainty on costs and benefits of solutions means that fast-track implementation cannot be recommended at this stage and further investment justification will be required

- Further work using Insight to benchmark against other initiatives implemented elsewhere in the UK may be used to add detail to the costs and benefits data

- By considering initiatives in isolation rather than in a group, it may be possible to identify low-cost initiatives that could be rapidly implemented that are not immediately apparent in the grouped analysis above. For example, initiatives to work with licensees to develop a more robust enforcement regime and to train key offices in probation and police to undertake interventions to reduce alcohol intake of offenders may be able to be fast-tracked whereas further work will be required to understand the costs of CCTV improvements (in conjunction with the CCTV element of the OBC) and of improved data collection and sharing.

8   ANNEX B: INSIGHT DATA REQUIREMENT

As an illustration, the following data would be gathered in order to support analysis around alcohol-related anti-social behaviour and domestic violence.

- Council Service Data

    - ASB records data associated with alcohol

    - Licenses premises – location and nature of license (including hours)

    - ASBO/ABC – where alcohol referenced as a factor in the anti-social behaviour

    - Street Cleansing Records – alcohol related disorder contributes to workload

    - CCTV monitoring logs – where intoxication is noted as a contributory factor

- Police Data

    - Times and locations of incidents flagged as alcohol related

    - Time, location and nature of crimes flagged as alcohol related

    - Penalty Notice for Disorder records flagged as alcohol related

- Youth Offending Data

    - YOT/YOS: Assessment data (ASSET) where alcohol is a contributing factor to offending behaviour

- Emergency Health Service Data

    - Hospital: A+E cases flagged as alcohol related (road traffic accidents, fractures etc), ideally excluding sustained alcohol related harm such as liver disease

    - Ambulance: Patient record forms noting alcohol or intoxication

- Survey Data

    - Survey data by postcode, indicating attitudes toward alcohol related issues.

    - LBB residents perception survey

    - LB Community Safety team Crime Survey

    - Police Attitudes Survey

- National data

    - Additionally relevant dataset from the National Realm will be taken including

    - British Crime Survey – including attitudes to alcohol related crime

    - NW Public Health Observatory – Local Alcohol Profiles for England data.

9   ANNEX C: CO-DESIGN WORKSHOP 1

In order to demonstrate our co-design approach, on 4 July 2012 Capita facilitated a short workshop lasting 3 hours at Barnet Football Club with practitioners from the borough. The session was run by Joel Bailey, Capita's expert in co-design and was attended by:

- Suzanne Hope, Barnet Council

- Janet Matthewson, Barnet FC/CommUNITY Barnet

- Lianne Hartley, mendLondon

- Gillian Hunter, Capita EcoSystems expert

- Gary Jenkins, Capita policing and justice expert, business case and benefits expert.

Additional invitees were unable to attend due to other commitments on that day but input was gathered through focused, one-on-one interviews with the following individuals:

- Darwin Bernardo, NUTMEG on 27 June 2012

- Commander Neil Seabridge, Metropolitan Police Service on 11 July 2012

- Richard Dwerryhouse, Barnardo's on 12 July 2012.

The workshop focused specifically on the issues related to alcohol abuse and its impact on community safety, as our Insight work has identified this as a major source of concern amongst residents as a trending issue across the UK. The workshop took a sample persona and journey of a young single mother on a night out, used to trigger discussion. An outline persona and journey is shown below. When developing the OBC we would look to develop a range of complete personas in greater detail.

Kat – 23 - Single mum – 4 years old son – NEET
Daryl – 24 - NEET
Scenario: Group of 7, Friday night out in Barnet, celebrating a friend's birthday

| Drinking at home | Drinking in bars and on street | Violent altercation with passers by | Vomit and pass out on the street | Damage to private gardens on route home |
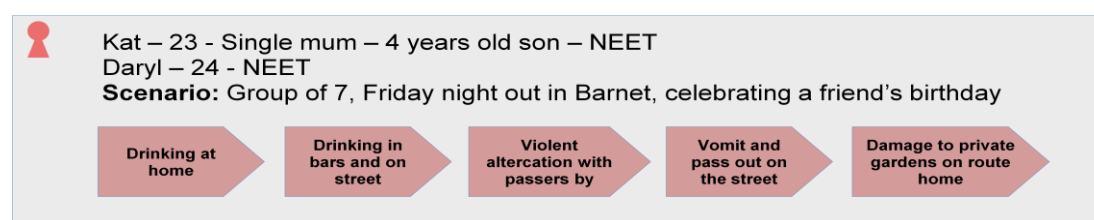
Figure 11 - Sample Persona

The workshop was structured to understand, in order:

- Those impacted directly and indirectly by the actions of the person and what that impact is

- Issues with how actions are handled currently

- Options/solutions/ways forward for how the actions should be better handled or prevented.

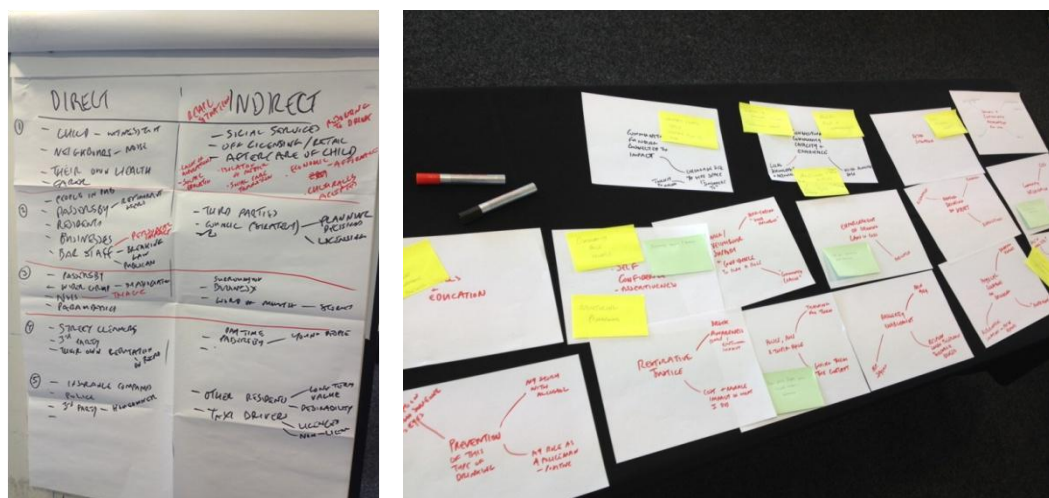Samples of some of the captured outputs from this workshop are shown below.

Figure 12 - Outputs from co-design Workshop 1

The main output from the co-design workshop was a full set of initiatives that could be delivered in order to address alcohol-related anti-social behaviour and domestic violence, which were grouped into the key themes shown below. The outputs from the workshop were supplemented by research on other initiatives being delivered in other parts of the UK, gathered from desktop research and from our subject matter experts' workshop.

Opportunities we identified, grouped into themes

Education & Awareness

- Joint police/Trading Standards school education
- Point of sale materials
- Awareness raising campaigns, particularly around the sporting events, special occasions, Christmas/New Year and Valentines Day
- **Raising underage drinkers awareness of their behaviour's impact on other people**
- **Drink awareness courses**
- **My story with alcohol presentations**
- Deliver programme in primary schools promoting non violent relationships, responsible citizenship and addressing issues such as drug and alcohol misuse.
- Work in schools training teachers to spot the signs of children witnessing alcohol-related domestic abuse and to offer appropriate support.
- **Mentoring programmes for troubled individuals**
- **Community coaches**
- **Police/NHS training on impacts of their actions**
- 🔴 Train key officers in probation and the police iun undertaking brief interventions to reduce alcohol intake of offenders

Offender Rehabilitation

- Restorative justice
- Ensuring links between alcohol-related crime and nominations to the Integrated offender Management scheme (aimed at providing intensive support and also surveillance of identified offenders at high risk of reoffending)
- Extending alcohol treatment linked to Integrated Offender management to include offenders on short prison sentences, on antisocial behaviour orders and perpetrators of domestic abuse not sentenced through the courts.
- Work with perpetrators of alcohol-related domestic abuse through the Integrated Offender Management team
- Personalised alcohol treatment, providing perpetrators of DV with skills to break drinking habits
- Train ke

CAPITA   Opportunities in **bold** are identified during the last workshop
Opportunities marked with a 🔴 are identified within the Safer Communities SOC

6

Opportunities we identified, grouped into themes

Reactive Enforcement

- Alcohol confiscation
- Using anti-social behaviour powers to tackle nuisance street drinkers.

Proactive Enforcement

- Visible presence at hotspots
- Taxi rank marshals
- Bus/train security
- Street Marshals
- High profile policing
- 🔴 High specification CCTV monitored by a specialist third party
- **CCTV linked live to operations room rather than being monitored**
- **Maintaining a Designated Public Places Order which gives police powers of arrest if people are drinking alcohol anti-socially in the area and refuse to hand it over when requested.**
- Awareness raising in the town centre and in supermarkets promoting the Drink Safe, Stay Safe message and engaging with the public handing out drink spiking devices and promoting safe drinking.
- Prevent repeat offenders entering premises
- 🔴 **Gather and share intelligence jointly and analyse jointly – sales data, A&E admissions, arrest data - to assist in targeting the links between alcohol and violence/injury.**
- Street Safe Project involving multi-agency patrols to engage young people drinking in public places, offering advice, assistance, diversionary activities and when necessary using enforcement
- **Community driven intelligence using social media to determine hot spots**
- **Set up hotline to gather intelligence on hotspots**
- Work in conjunction with neighbouring boroughs to identify groups/issues jointly
- **Enlist community role models to encourage people to change behaviour**
- **Target troubled families/individuals**
- **Diversionary activities – arts, sports**
- **Better planning of spaces to discourage alcohol consumption and crime**
- **Alternative locations – pop up venues**

CAPITA

Opportunities in **bold** are identified during the last workshop
Opportunities marked with a 🔴 are identified within the Safer Communities SOC

7

Opportunities we identified, grouped into themes

Retailer Interventions

- Responsible retailing for off licences and supermarkets to promote messages through incentivisation
- Challenge 21
- Undertaking test purchases for sales of alcohol to under 18s Drink safe education
- Increasingly punitive measures for retailers that affect profitability - name and shame retailers
- Licensee training to comply with the law
- Point of sale materials
- License checks targeting premises linked to higher levels of crime and disorder
- Awareness raising campaigns, particularly around the sporting events, special occasions, Christmas/New Year and Valentines Day.

Public Communications

- Joined up communications
- Communications from a different source than Police/Council
- Positive communications

Publican Interventions

- **Pub watch**
- Challenge 21
- Undertaking test purchases for sales of alcohol to under 18s Drink safe education
- 🔴 Work with licensees to develop a more robust enforcement regime
- Reduce venue overcrowding
- Licensing/door staff checks by council
- Last entry hours
- Point of sale materials
- Ban 'binge drinking' alcohol promotions in bars/retailers
- Promotion of alternative night time economy
- License checks targeting premises linked to higher levels of crime and disorder

CAPITA

Opportunities in **bold** are identified during the last workshop
Opportunities marked with a 🔴 are identified within the Safer Communities SOC

8

Figure 13 - Opportunities Identified

10 ANNEX D: CO-DESIGN WORKSHOP 2

In order to demonstrate our co-design approach being applied to the development of options, a second co-design workshop was planned on 20 July 2012 lasting 3 hours at The Rainbow Centre, Barnet with members of the CIPNET community. Due to unforeseen operational commitments from many planned attendees, this session had to be postponed but an informal validation session took place on 26 July 2012. The purpose of the workshop was to consolidate the listing of individual opportunities and themes for improvement identified in the previous workshop (see Annex C: Co-design workshop 1) into a set of options for assessment in the OBC. A listing of options is shown below.

Option 0: "Do nothing"	• No overall change in the way that alcohol-related community safety issues are addressed in the borough
Option 1: "Manage the demand"	• Focus on stopping people wanting to drink through education and awareness initiatives
Option 2: "Focus on enforcement"	• Intervene at the point of consumption using proactive and reactive initiatives
Option 3: "Manage the supply"	• Intervene with retailers and publicans to control the supply of alcohol to the community
Option 4: "Rehabilitation"	• Focus on rehabilitating the perpetrators only
Option 5: "Do everything"	• Deliver all recommended changes

Figure 14 - Indicative options for alcohol-related ASB and DV solutions

11   ANNEX E: ALTERNATIVE DELIVERY MODELS

During the proof of concept period, two key organisations were engaged with that were identified as potentially being able to provide some key services to the Safer Communities Partnership in Barnet on a more formal basis than currently.

11.1   NUTMEG

Established in 2006 by Darwin Bernardo, NUTMEG has in the last five years established a portfolio of services it can offer to Barnet to understand and address key community safety issues including:

- E2G - events bringing together black and ethnic minority youths to discuss issues, hear from speakers and engage with police and other service providers in the borough

- Grab your mic - public speaking events aimed at improving the self-confidence of young people in the area

- Geared Up - eight week think tank programme where attendees learn about and discuss a particular issue (e.g. drug and alcohol abuse), work to design a set of solutions to this and report back to the borough

- Aspire - events encouraging young people to complete and continue their education

- Make Sense - debates on key issues pertinent to the young people in the area

- Urban Games - sports events promoting health and fitness and breaking down barriers between different races and religions in the community.

Clearly many of these offerings could be used by the Partnership to improve communications with key sectors of society and to learn about what the real issues are. Investment in NUTMEG would provide an effective vehicle for reaching out to those most at risk from community safety issues in Barnet.

Geared Up in particular will have significant potential impact in addressing alcohol-related anti-social behaviour as these excerpts from the NUTMEG report from the session run in 2010 show.

Geared Up has allowed Nutmeg to work with young people from ethnic minority backgrounds on a more personal level. The idea being to engage with young people who are at risk of being involved in drug and alcohol and be able to create opportunities for them to develop their skills and gain new skills. Each workshop allowed the young people to learn a new skill from presenting, team working, leadership stress and conflict management amongst others.

"The worst type of poverty is poverty of aspiration" and some of the young people who attended the programme mentioned that getting involved in drugs and alcohol was the only way as they are growing up in communities where many believe that selling drugs is the only means of getting income. This is why programmes that focus on engaging those at risk are vital as it provides that assurance to young people that

their current environment does not have to determine their future. Other young people mentioned that some of their friends drink a lot and take loads of drugs; they try to get away but don't know how to stop. Thus those that took part in the programme could feed the information they gained to their peers and even signpost them to the right services.

As a pilot this programme was very exciting and allowed Nutmeg to work better with existing organisation Barnet Impact, who run drug and alcohol service. This partnership allowed Barnet Impact to share their extensive Knowledge of Drug and Alcohol with the young people and allowed them to view examples of some of the drugs that exist in the streets today.

11.2 BARNARDO'S

Barnardo's operate in every London borough and provide a range of services to address child and family related issues including:

▪ Family Group Conferences - facilitate by a Barnardo's employee, these meetings help to resolve some of the issues faced not just by children but the family in general including those with repeat offenders and/or issues with alcohol abuse

▪ Family Support Programme - for the most vulnerable families in the borough, Barnardo's are able to intervene to be able to provide basic advice and support on health, nutrition, employment or more serious matters such as alcoholism. They develop a local network of third party organisations in the area that can be used to provide support (e.g. local AA services)

▪ Family Placement - getting children in care out to trained and approved foster families or stopping children going into care in the first place. Children in care cost between £250-600k per annum compared to foster families that cost £40k per annum

▪ Children's Centres - providing alternative meeting places for children and young adults diverting them away from drugs, alcohol and crime on the streets.

12 ANNEX F: BENEFITS LOGIC MAPPING

12.1 CONTRIBUTION TO SCPB STRATEGIC OBJECTIVES

The solution themes identified in co-design workshop 1 were mapped against the strategic objectives of the Safer Communities Partnership as set out in the SOC.
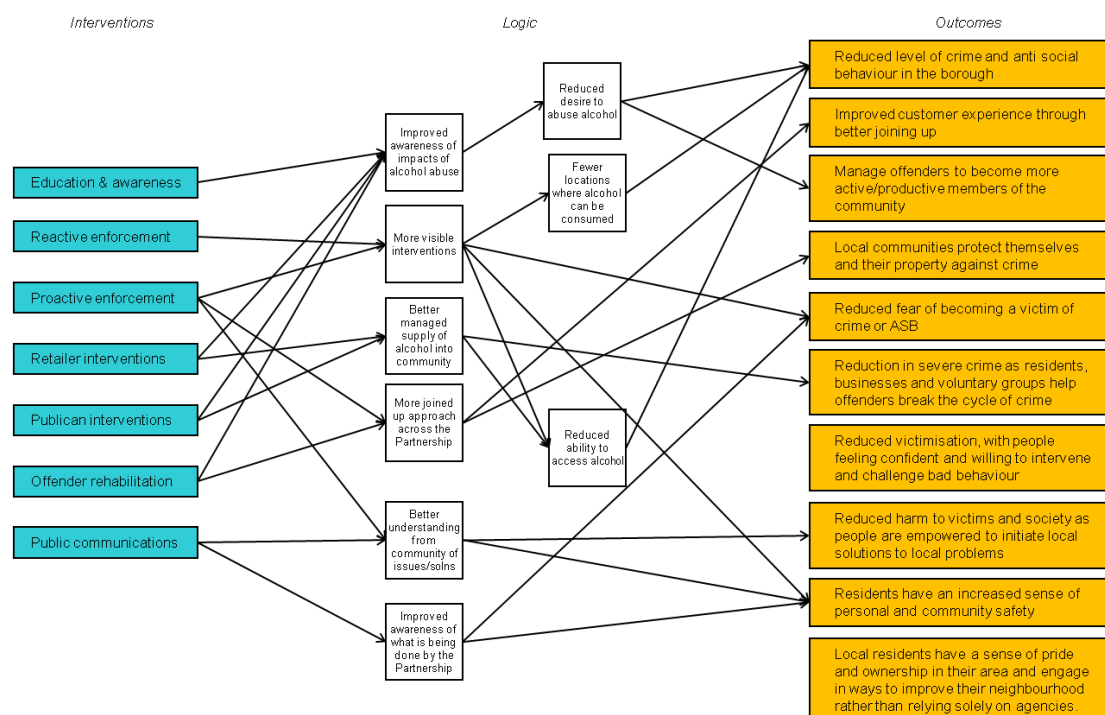

Figure 15 - Benefits logic map

Alcohol-related benefits measures for each strategic objective are proposed below based on national good practice measures.

Safer Community Strategy objective	Alcohol-related benefit measures
Reduced level of crime and anti social behaviour in the borough	• Rate of A&E admissions per 100,000 for alcohol related harm (adult/child) • Rate of general hospital admissions per 100,000 for alcohol related harm (adult/child) • No. instances of alcohol misuse by young people • Amount of waste litter collected at problem locations • No. noise complaints from public in neighbourhoods • Minors found with alcohol dependency • No. instance of theft of alcohol from retail premises • Recorded crime attributable to alcohol: Persons, all ages, crude rate per 1000 population • Violent crimes attributable to alcohol: Persons, all ages, crude rate per 1000 population • Sexual crimes attributable to alcohol: Persons, all ages, crude rate per 1000 population • Alcohol confiscation from minors • No. reports of minors drinking in public places • No. of alcohol-related DV offences recorded
Improved customer experience through better joining up	
Manage offenders to become more active/productive members of the community	
Local communities protect themselves and their property against crime	
Reduced fear of becoming a victim of crime or ASB	• Perceptions of drunk or rowdy behaviour as a problem • How safe do minors feel?
Reduction in severe crime as residents, businesses and voluntary groups help offenders break the cycle of crime	• Satisfaction of business with local authority regulatory services • No. complaints related to alcohol retailers
Reduced victimisation, with people feeling confident and willing to intervene and challenge bad behaviour	
Reduced harm to victims and society as people are empowered to initiate local solutions to local problems	
Residents have an increased sense of personal and community safety	• Perceptions of alcohol-related anti-social behaviour
Local residents have a sense of pride and ownership in their area and engage in ways to improve their neighbourhood rather than relying solely on agencies.	• % of people who feel that they belong to their neighbourhood • Overall / general satisfaction with local area

Figure 16 - Strategic outcomes and alcohol-related benefits measures

12.2 CONTRIBUTION TO PRINCIPLES OF FUTURE ORGANISATION

Changes implemented are also thought to contribute to the three principles underpinning the future shape of the Council as suggested below.

▪ A new relationship with citizens - improved interaction with citizens to understand their concerns and solutions, exploiting the knowledge and understanding of the public to deliver services and shape existing services

▪ A one public sector approach - looking across the EcoSystem to identify the most appropriate organisations to deliver services and looking at solutions that benefits the whole rather than individual organisations

▪ A relentless drive for efficiency - by understanding the EcoSystem cutting out waster from duplicated or competing services, finding other organisations to provide services more efficiently, focusing on troubled families and making savings on constant interventions with them.

During the OBC further work will be undertaken to map changes recommended in the options to the principles. This can be replicated for other organisations within the Partnership so that each understands what the proposals will mean to the EcoSystem and their individual organisations.

13   ANNEX G: DELIVERABLES

The table below describes the key deliverables that would be produced during the development of the OBC and explains what purpose they are intended to serve.

DELIVERABLE	DESCRIPTION	PURPOSE
OBC detailed paper	Microsoft Word document showing the five cases of analysis	Summarises investment justification into one paper
OBC executive presentation	Microsoft PowerPoint presentation summarising the findings of the OBC	Used for presentation of findings to senior leaders and governance boards
Customer journey maps	Diagrammatic representations in Microsoft PowerPoint or Visio of how customers will interact with community safety service providers in the future	Provides an early-stage illustration of the future service and the concepts that make it up
Social Value Model	Microsoft Excel spreadsheet detailing full capital and revenue costs to implement changes in OBC, for a period of 10 years encompassing set up and operation costs. Comparison of capital and resource costs (inclusive of VAT where required) against available funding from Partnership organisations. Benefits realisation plans for identified economic, efficiency and effectiveness benefits	Sets out full costs to deliver changes over a 10 year period, showing specific costs per Partnership organisation Demonstrates the affordability of the changes proposed by comparing available to required funding Outlines how benefits will be realised over a 10 year period, to be use in conjunction with costs data to build the economic case within the OBC
Benefits logic map	Diagram in Microsoft Visio or PowerPoint illustrating how changes recommended within the OBC contribute to the realisation of strategic benefits to the SC Partnership	Illustrates how changes implemented will contribute to Partnership-wide strategic goals and objectives
Benefits profiles	Microsoft Word documents describing the benefits to be realised in detail including measures, source systems, owner etc.	Summarises what the benefits to be realised across the Partnership, who will realise them and how these will be measured

DELIVERABLE	DESCRIPTION	PURPOSE
Implementation plan	Microsoft Project plan showing the plan for the delivery of change including solutions that can be implemented (standard) and those requiring further justification in a full business case	Sets out detailed activities and resources required to implement change across the Partnership

14 ANNEX H: OBC DELIVERY TEAM

14.1 CORE DELIVERY TEAM PEN PORTRAITS

We provide pen portraits of a number of individuals who could fulfil roles within the core delivery team. The following individuals are suggested as potential alternative Project Managers, to demonstrate the depth of project management capabilities Capita has in this field.

Gary Jenkins

Gary has over eight years of experience of working on and managing government projects that have involved strategy development and operating model design and implementation, business case and benefits realisation, IT transformation, change management and portfolio management. He also has experience in commercial procurement processes and supplier evaluation and in the implementation of best practice performance management systems. Gary worked on the £300m business case for the Criminal Justice Exchange programme and has worked with police forces from across England on designing new working practices and analysing benefits.

Sophie Evans

Sophie is a Local Government specialist and an experienced programme and project manager. She has worked in and around local government including the voluntary sector, public sector agencies and the regulatory sector for over 14 years and in that time has worked with over 30 local authorities supporting continuous improvement. She has strong interpersonal and communication skills that are often drawn upon by clients to help build consensus around joint strategies for the future. As a consequence, Sophie has significant experience of working within complex partnership arrangements, supporting clients to direct and manage change. Sophie supports clients to use customer insight techniques to identify improvements and shape commissioning decisions. She also helps clients develop and embed programme management disciplines and identify efficiencies/ cost avoidance and cost cutting opportunities across a range of public service provision.

Richard McDermott

Richard joined Capita in April 2011 and has sixteen years experience of developing sustainable communities and improving public services. Richard has extensive experience of working with local government, health, education and third sector/civil society agencies, delivering efficiency, cost reduction and regeneration interventions in both urban and rural environments, often working within areas of significant deprivation. Richard 's wide experience of what works in practice means that he can translate theory into a practical approach that realise tangible results. Richard has extensive experience of working with local authorities, housing and community organisations and Government Departments on the development and implementation of localised solutions, including area based regeneration initiatives, stakeholder engagement, customer insight, cost reduction

and efficiency. He has worked closely with clients, residents and other agencies to maximise effective delivery of services and interventions, and to establish and nurture sustainable communities in some of the most challenging environments in the country.

The following individuals are suggested as potential Business Case Analysts from which the Business Case Analyst role could be filled.

Robert Parker

Robert joined Capita in November 2010, having previously worked at Hitachi Consulting where he provided consultancy support to Lloyds Banking Group and the Rural Payments Agency. Prior to that, Robert spent 3 years in the Home Office and Ministry of Justice working on transformational change programmes, including the implementation of legislation and new organisational structures and ways of working. Robert began his career in Westminster as a Researcher to a Member of Parliament and has also had a spell in Private Office in the Department for Trade and Industry. Robert specialises in project recovery and rapid project delivery. He is politically sensitive and is an excellent communicator who possesses strong stakeholder management skills.

Dickon Love

Dickon has experience in business modelling, performance management, and data analysis (used to establish baselines, devise forecast and formulate business cases), benefits realisation strategies, cost reduction and efficiency identification, programme and project management and HR transformation. He has worked ten years in the Public Sector, seven of which focussed on the UK Border Agency (and its predecessors, including UKvisas) in the Home and Foreign Offices and two years in helping to establish the New Opportunities Fund (now merged with the Heritage Lottery Fund). His early experiences in business were in insurance in the City of London. He has also worked in the private sector (facilities management and transport). Projects have required reporting to and working with management from senior levels both nationally and internationally.

Scott Cunningham

Scott has 10 years experience of delivering high quality consulting and advisory services to a broad range of public sector organisations. Scott's public sector experience spans project and programme management, business process redesign and improvement, business analysis, customer service transformation, corporate efficiency, strategic procurement, business cases, and financial modelling. Scott previously worked for Tribal, iMPOWER and Mouchel where he led a number of business transformation projects in both central and local government.

14.2 CAPITA SUBJECT MATTER EXPERTS

Our subject matter experts are drawn from across Capita but all bring in-depth experience of working in policing, justice and community safety as advisors or practitioners. Our experts are also linked into extensive networks of wider experts from service organisations or from academia and business who can provide additional knowledge.

A selection of the specialists we engaged with from across Capital plc over the proof of concept period is shown in the table below.

SPECIALIST	RELEVANT EXPERIENCE
Kate Abendstern	▪ Experience in health service and organisational design and transformation across the UK
Joel Bailey	▪ Co-design methodology and user-centred service design expert
John Burbeck	▪ Former Chief Constable of Warwickshire Police
James Cardwell-Moore	▪ Experience in health service and organisational design and transformation across the UK
Emma Coles	▪ Commercial modeller and Magistrate
Julia Eadie	▪ Experience in health service policy development and advice
Sophie Evans	▪ Experience of designing and implementing community safety improvement initiatives across the UK
Edward Freeman	▪ Experience in public realm design, safety and security
Matthew Harker	▪ Experience in health service design and transformation across the UK
Professor Martin Innes	▪ Director - Universities Police Science Institute, Deputy Director for Research - SOCSI with strong relationships with Capita ▪ Recognised as one of the world's leading authorities on policing and social control, and is an expert on community policing
Fiona Janneryd	▪ Director policing & justice sector with deep experience in advising on community policing and wide-ranging contacts in Forces across the UK and a Barnet resident
Nick Jinks	▪ Working with the Ministry of Justice
Andrew Kennedy	▪ Experience in design and management of facilities to reduce general crime and increase security, safety
Guy van Koetsveld	▪ Director with experience in the management of programmes, design of operating models and development of business cases in police forces
Neil Mackin	▪ Insight and data analytics expert

SPECIALIST	RELEVANT EXPERIENCE
Angela Murray	▪ Experience in health service and organisational design and transformation across the UK
Juliet Osborne	▪ Director policing & justice sector with experience in advising on community policing and wide-ranging contacts in Forces across the UK
Simon Reeves	▪ Experience in design and management of facilities to reduce general crime and increase security, safety
Mike Reid	▪ Working with the Ministry of Justice
Andy Shenstone	▪ Director and founder of Capita's Education Consulting practice
Richard Stratton	▪ Experience in policing & justice sector of policy development and process re-engineering
Niall Thomson	▪ Experience in health service policy development and advice
Helen Turnbull	▪ Market Director for policing with deep experience of policing matters and wide-ranging contacts in Forces across the UK
Julie Wenton-Parry	▪ Experience of policing matters and wide-ranging contacts in Forces across the UK

15   ANNEX J: CREDENTIALS

15.1   SOCIAL WORK PRACTICES AT DEPARTMENT FOR EDUCATION

Background

Across the Public Sector, alternative delivery models are being considered to improve quality of service and deliver cash savings. Capita has extensive experience of supporting Public Sector organisations to appraise, design and implement alternative delivery models, ranging from trading companies to social enterprises. One of our landmark programmes has been partnering with the Department for Education to translate its policy of innovative service delivery for Looked after Children into reality. Capita has worked alongside over 15 LAs and a wide range of potential providers across England, as they consider establishing a social work practice and then supported them throughout the establishment of successful new organisations.

Goals & Challenges

Social Work Practices (SWPs) are an innovative delivery approach that aims to improve outcomes for children in care. Since 2009, Capita has successfully worked with the Department for Education (DfE) and LAs to establish SWPs as social worker-led organisations. Capita was chosen by the Department because of our strong track record in alternative delivery models and commissioning, and domain expertise in social care and education.

The aim of the SWP is to put the child at the heart of the service, bringing decision making much closer to the children and young people. SWPs are social worker-led organisations that have some autonomy or independence of the Local Authority, and provide the social care for a specified group of children in longer-term care. The increased flexibility in which the SWPs operate means social workers are able to spend more time with young people and can use their professional judgement to allocate budgets much more effectively. What the SWP looks like, and how it works, depends very much on local needs.

Approach

We take a collaborative, evidence-based approach to supporting alternative delivery models including:

- Developing potential options for the future delivery model, based on the strategic aims and objectives

- Assessing which of these options is most appropriate, investigating the anticipated costs, benefits and risks involved

- The design of the new model, and developing an implementation plan, detailing how the transition to the future delivery model will be achieved

- Assisting in achieving a smooth transition, ensuring all of the anticipated benefits are realised.

For the social work practice programme, our initial focus was to support the LAs as they considered options for establishing a SWP and developed a strategic business case for the type of organisation, or delivery model, that would be most suitable. The potential market of providers of this type of social care is a complex issue, so Capita helped LAs to identify and develop potential providers, including internal teams of social workers, or independent organisations.

Capita then provided a crucial support role throughout the commissioning process and transition of services to the SWP. In most cases, this required capacity-building support and training to teams of social workers tendering for contracts, focused on developing viable and sustainable 'business' propositions.

Once operational, we continued to provide ongoing support and challenge for all SWP sites, to ensure these new organisations developed as rapidly as possible, and to share learning across the new SWPs.

Our methods of support have included national training seminars, shared learning events, team workshops, one-to-one advice, and toolkits, focusing on challenges such as:

- Commissioning employee-led services – specification, procurement (including Teckal exemption), provider / contract management and legal matters

- Establishing a social enterprise – choosing organisational form and design, creating a robust business plan and responding to Public Sector procurements

- Transition / integration planning – service continuity, protocols and transfer of cases, and developing governance

- Putting SWP principles into practice – innovation and research in practice, and establishing effective partnerships.

In delivering this support we have partnered with Bates Wells and Braithwate, the UK's leading charity and social enterprise lawyers, to provide a one stop shop of advice to LAs, social worker teams and other providers.

Benefits/Outcomes

Five practices set up and operating as successful organisations – planning continues for the remaining 10 sites

- Early indications show that these new employee-led SWPs are operating with increased flexibility, allowing social workers to use their professional judgement to increase the quality of service they provide

- Social workers are able to spend more time with the young people, increasing relationship stability with the children

- Decisions are taken much closer to the child and there is enthusiastic engagement from young people in the practices

- Improved staff satisfaction and retention within the practices

▪ Extremely positive feedback from SWP providers, Local Authorities and the Department for Education on all aspects of Capita's support throughout the programme.

15.2 LOCAL BOROUGH COUNCIL ONE STOP SHOP OPTIONS

Background

The Council had the strategic goal of locating all face to face customer services in their One Stop Shop (OSS) in order to improve customer care, whilst simultaneously delivering efficiency savings. Capita was engaged to undertake an options report for the future location of their main reception, which provided services to clients of both Children's and Adult's Services. Capita was chosen to carry out this important strategic review because of its track record of carrying out similar reviews for other Councils and its long standing relationship with the Council.

Goals & Challenges

Capita's remit to analyse location options involved consideration of not only the customers of the main reception, but also all the staff involved. Crucial to the options appraisal was the need to gain an accurate understanding of the complex issues and risks involved, including the impact of future Council projects.

Capita needed to be aware of sensitive stakeholder issues as social care enquiries can pose particular challenges. In particular, we needed to ensure a health and safety risk assessment was completed.

Approach

Capita began the project by closely observing reception activities in order to inform the current project and confirm the content of previous BPR reports and audits. Simultaneously, we analysed meeting room utilisation statistics and sought the views of cashiers, finance and health and safety to fully explore all possible implications of the proposed move.

Capita swiftly established the nature of first contact type enquiries, whilst also researching the experience of 25 other Local Authorities who had considered combining Adult's and Children's receptions into a One Stop Shop environment.

Mindful of the need to assess the potential impact of other Council projects on the move, Capita uncovered major unanswered questions following discussions with the Council's Transformation team. Capita outlined its findings to key stakeholders, demonstrating that the idea of moving the reception was not feasible as it wouldn't achieve the stated aims, because of the impact – as yet unquantified - of new initiatives such as mobile working.

Capita gained unanimous stakeholder agreement to re-scope the project to analyse the three distinct reception processes with a view to improving them. This analysis would form a vital foundation for a future move.

Capita looked at the three distinct processes in turn:

▪ Customer services – We identified which processes could easily be moved into the OSS and determined how they can be performed more efficiently

- Service delivery – We recommended that the Council wait to see the outcome of the mobile working initiative

- Administration – We recommended the Council move these processes into their associated business units.

Capita delivered a comprehensive set of options to the Council for the future location of the reception in order to inform future plans.

Benefits/Outcomes

Capita's swift analysis of the project and subsequent recommendation to change the scope ensured valuable resources were efficiently deployed. By providing the Council with a clear understanding of the three distinct services, we have facilitated future relocation plans.

The Council will witness an improvement in the processes to be moved to the OSS as Capita has extended their scope. As these services will be performed by existing OSS staff, customers will be able to access more services via the OSS, thus extending the Council's vision.

Capita's recommendation to move administrative processes to their corresponding teams means existing staff will carry out the processes, delivering both efficiency savings and more streamlined processes to the Council.

16 ANNEX K: COUNCIL RESPONSES TO DATA AND MEETING REQUESTS

REQUEST	RESPONSE
Note: confidential A user engagement strategy or similar, ideally for Community Safety specifically but otherwise for Barnet Council as a whole, which outlines the make-up of the relevant groups (customers, staff, other relevant roles etc) and how the Council engage with them. E.g. regular or occasional research mechanisms, advisory bodies etc.	The project does not yet have a completed communication or engagement plan.
Note: confidential Results of any qualitative research (focus groups, depth interviews, ethnography, surveys, etc) into community safety and / or alcohol issues	We have not conducted any research of this nature.
Note: confidential Results of any workshops run with citizens, representative groups and/or staff to innovate, reconsider or redesign current approaches to community safety	We have not conducted any workshops of this nature.
Note: confidential Suggestions from Barnet as to whether/how we can use their existing user groups or stakeholder groups in our co-design process, our alternative being to recruit participants directly	We have not set up such groups for this project to date.
PIDs, Business Cases specific to Alcohol Issues	No projects are currently underway on this area.
Crime Statistics by local area, by crime type, by period	We utilise statistics taken from the Metropolitan Police's website.

REQUEST	RESPONSE
Youth Crime Data YP, keyed by reference number and most recent postcode, along with data around their offence history, the interventions and orders they've received	Youth Services have said in order to progress they need to know: Do you want us to provide details on all offences, all court disposals and court orders, compliance or otherwise with these orders? What does the time period refer to - the offence date, the date the order started or any date when the service was actively working with this young person? Do we need to remove offences which may not be related to community safety such as fraud and forgery and breach offences? Data could only be considered at ward level not postcode due to data protection. The nature of this will affect both the volume of data as well as the time it may take to produce. A simplified data request was submitted on Friday 20 July 2012 but no data had been received as of 24 July 2012.
ASB Complaints to the Council showing postcode of the alleged issue and the postcode of the complainant	ASB complaints almost all come through Customer Services. Customer Services have uploaded complaint data to the data room but have identified 3 Stage 1 complaints were received in Q1 (2012/13) all relating to drug abuse and harassment.
ASB Complaints to Social Housing Providers including postcode of the alleged issue and the postcode of the complainant	This data does not exist.
Survey Data showing detailed responses for crime related questions from Crime related surveys (both by Met Police and Barnet Council)	This survey data is available on line, as referenced within the Strategic Outline Case document previously placed in the data room.

REQUEST	RESPONSE
Breakdown of the £3.5m estimates resources – services areas included, in-house or Council commissioned 3rd parties etc	A breakdown by service area is included in the Strategic Outline Case document previously placed in the data room
Is there a clear programme of work to deliver the savings identified in paragraph 6.2? Are the enhancements therefore intended to identify/deliver additional savings?	Work is underway to identify these savings currently and it is hoped that the enhancements will deliver long term savings but current savings are not based on these enhancements.
Outputs from Pre Outline Business Case Stage and service delivery improvements: a) Review and rationalisation of community safety structure across the partnership. b) Establish baseline expenditure on community safety activities across the partnership. c) Internal and external stakeholder and Member engagement to seek views on the enhancements for the strategy.	a) This work is underway. b) This work is underway. c) This work is due to begin on 16 July.

REQUEST	RESPONSE
Community Safety Strategy lead/project sponsor to understand their requirements for OBC, current work programme, governance, issues, and their responses to date. (half day)	Met with Julie Taylor on 18 July 2012 at North London Business Park (NLBP)
Team members specifically involved with Alcohol Issues (half day)	Met with Suzanne Hope on 18 July 2012 at NLBP
Corporate Programme team - to test our proposed approach to producing OBCs and validate our emerging findings (2 hour meeting)	Met with Ed Gowan on 18 July 2012 at NLBP as part of dialogue conversations

CAPITA