



Full Council

9 July 2018

Report from the Director of Performance, Policy & Partnerships

2017-18 Outcome Based Reviews – Final Report

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt:	Open
No. of Appendices:	One
Background Papers:	None
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1.0 Purpose of the Report

- 1.1 The purpose of this report is to outline the process and outcomes of the second phase of Outcome Based Review (OBR) work which focussed on domestic abuse, gangs and young people at the edge of care.

2.0 Recommendations

- 2.1 For Full Council to note the OBR process and outcomes which are set out in the report.
- 2.2 For Full Council to consider the interventions which have been developed through the OBR process, the benefits associated with these interventions and steps for taking these forward.

3.0 Detail

- 3.1 The second phase of OBRs were launched in Spring 2017. The OBRs use a design-led approach based around four stages: Discover, Define, Develop and Deliver. Each OBR has been led by a Strategic Director and supported by a Change Manager:
- Edge of Care – Althea Loderick/Fiona Kivett

- Gangs – Gail Tolley/Fiona Kivett
- Domestic abuse – Amar Dave/Sadie East

3.2 The attached report sets out:

- the OBR approach and methodology
- work undertaken in each of the four stages for the three OBRs
- findings from the OBR process
- the interventions which have been developed and the associated benefits which these can deliver
- recommendations for taking these initiatives forward
- lessons learned from the second phase of OBR work and proposals for taking forwards the approach

OBR ideas, benefits and proposed next steps

3.3 The table below outlines the ideas, benefits and proposed next steps, with proposals for many of the projects which have come from the OBR work continuing to be developed.

OBR	Project	Outcomes	Potential benefits	Additional information
Domestic abuse	Domestic Abuse Hub	Earlier reporting Reduced re-occurrence Better outcomes for survivors and families resulting from being supported to rebuild lives more quickly	Cost avoidance savings from a range of commissioned provision and Council services (IDVA, social care and housing) resulting from earlier intervention and reduced re-occurrence: Worst case: £169,575 (20% reduction) Likely case: £339,151 (40% reduction) Best case: £508,726 (60% reduction)	Proposed next step - six month pilot to test impact of approach based on learning from initial prototype
	DA Housing	Avoidance of B&B costs Better outcomes for victims and families resulting from more stable accommodation Reduced re-occurrence Other interventions have more impact	Savings through avoidance of B&B costs: Worst case: £21,013 (20% reduction) Likely case: £42,027 (40% reduction) Best case: £63,040 (60% reduction) Longer term benefits for families	Proposed next step - six month pilot to test effectiveness of approaches to support more survivors while reducing B&B Proposed new project to consider potential cost avoidance in housing management through improved

Ed ge of			and avoidance of social care costs	approach to DA
	DA Commissioned services	<p>Savings through combining and re-procuring contracts</p> <p>Greater impact for current spend via more joined-up, strategic approach</p> <p>Longer term savings across council services from increased focus on early intervention</p>	£42,500 initial saving(10% of total annual cost) plus 5% p.a. reduction through duration of contract	Project to implement recommendations to better align commissioning approach and to identify and agree cross-council delivery priorities
	Gangs	Community led support	<p>Connecting people with existing support and programmes</p> <p>Raising aspirations</p>	Benefit of £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552
		Youth engagement app	Improving access to out of hours youth provision in the community	Benefit of £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552
		Early Help service review and redesign (whole system approach)	<p>Redesigned early help approach to support more effective ways of working across departments</p> <p>Early intervention and prevention approaches resulting in cost avoidance</p> <p>Improved services for children and families</p>	Support for design of single solution approach to deliver savings proposals across CYP and Public Health
	Early response service	<p>Reduce escalation of cases and management of demand</p> <p>Reduction in number of vulnerable adolescents becoming looked after</p> <p>Increase in the number of vulnerable adolescents being safely supported in the community</p>	<p>There are potential financial savings arising from:</p> <p>(a) Step down placements</p> <p>(b) Reduced time in placements</p> <p>(c) Prevention of placement costs</p> <p>For (b) if the number of weeks was reduced</p>	Project to support the implementation of an early response service for 11 – 17 year olds

			<p>through a more effective response, this would lead to potential savings of:</p> <p>Worst case (no change) – £0 Likely case (33%) - £120k Best case (50%) - £205k</p> <p>For (c) preventing one year of a placement with a Brent foster carer avoids £20k of costs, preventing one year of a placement with a residential home avoids £172k costs.</p> <p>The placement costs of the target group can be monitored to evidence the financial success of the intensive intervention.</p>	
	Family hub / confident parenting	<p>Earlier support, preventing problems and issues from escalating and stopping families falling into crisis</p> <p>Building connections and resilience for families</p> <p>Improving multi-agency working</p>	<p>Savings to be modelled as part of next phase based on a reduction in the need for late, more costly intervention (including avoidance of social care costs)</p>	<p>Workshop with community members and practitioners to take place in June 2018, with the outcomes from this workshop to inform the build and testing of the approach</p> <p>Report and recommendations from the review of parenting provision to be considered by CYP</p>

Edge of Care / Gangs	Predictive modelling	Early identification of risk and reduce risk through targeted intervention	Savings to be modelled as part of the prototype based on a reduction in the need for late, more costly intervention (including avoidance of social care costs)	Delivery of 6 week prototype and report to Digital Board with learning and recommendations from prototype
		Improved analysis and informed decision making in identifying families to work with		
		Preventing escalation of cases and a reduction in incidents		
		Improved outcomes for individuals and families resulting from earlier intervention		
		More efficient and effective ways of working for social workers and other.		

Proposals for using the OBR approach in future transformation projects

- 3.4 The proposed Transformation Team work programme sets out a proposed approach to take forward the OBR approach. It is proposed that resource is focussed on one OBR at a time and elements of the approach are also used separately for different projects, e.g. discovery and design work or prototyping.

4.0 Financial Implications

- 4.1 A cost benefit analysis has been undertaken to quantify the potential cost savings and benefits associated with each programme or intervention, including the impact of broader propositions involving reforms to existing systems and working practices. At this stage, the benefits quoted in section 3.3 are largely indicative and are based on assumptions about the numbers of residents that the service can impact and the extent of the impact on the current costs (typically across a number of service areas) where known. The volumes, costs and associated savings will need to be tested and refined as part of the pilot process to develop a more robust analysis if the project is taken forward to implementation.
- 4.2 Two levels of benefit have been calculated:
1. The fiscal benefit to the Council, based on the potential for the project to impact on current costs
 2. The wider social and economic benefit which focuses on the impact on the costs of other agencies
- 4.3 The current costs have been calculated from existing Brent data where available. Where Brent specific costs were not available, the costing for the Troubled Families Programme in the New Economy Manchester model have been used as a recognised source, as well as data from the Early Intervention Foundation.

- 4.4 In order to correct for optimism bias (the phenomenon whereby costs of a new programme tend to be understated while the benefits tend to be overstated) a prudent approach has been taken when modelling the numbers of residents impacted through the initiatives. For the Gangs project, the number of residents impacted is difficult to assess at this stage and so benefits projected from the New Economy Manchester model have been provided to illustrate the potential benefits.

5.0 Legal Implications

- 5.1 There are no legal implications arising directly out of the recommendations in relation to the OBR process.
- 5.2 The Council has a range of statutory powers to take forward the proposals detailed in the OBR approach.

6.0 Equality Implications

- 6.1 Equality implications have been considered throughout the OBR process including ensuring a diverse range of groups and individuals fed into the process at all stages and helping to identify and shape the ideas which have been developed.
- 6.2 Equalities analysis will be carried out as appropriate for any projects which are implemented.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 A wide range of stakeholders, including local residents, community groups, partners and Members have been engaged in the OBR process. This has included attending a stakeholder event at the start of the OBRs, engaging in the community research, a visioning event in October 2017 and supporting the development of ideas. An update on the discovery phase of the OBR was also presented to the Resources and Public Realm Scrutiny Committee in September 2017.
- 7.2 There will be continued opportunities for engagement during the next phase of projects.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 Resources, including staff resources which are required to take forward projects are set out in the table above. Some of the projects being developed could require accommodation (e.g. family hub and domestic abuse hub) however it is anticipated that these will operate out of existing council premises.

Report sign off:

PETER GADSDON

Director of Policy, Performance and Partnerships