

HARROW PARTNERSHIP BOARD

11th March 2010

Local Area Agreement Reward Grant

Introduction

The Local Area Agreement 2006/09 has now been completed and almost all of the final position data has been collected and verified. This has resulted in a claim for LAA Reward Grant £4,681,012.65 being submitted to Government Office for London. This report deals with proposals for allocating this grant and the governance arrangements for its use.

Key Elements

LAA Reward Grant is payable in respect of the stretch targets met during the course of the 2006/2009 LAA. The Reward Grant claimed is payable in two instalments – one in April 2010 and the other not later than March 2011, although it is probable that the second payment will be in the late summer 2010. The Reward Grant is also made up of equal amounts of revenue and capital. All Reward Grant is paid to the Council on behalf of the Partnership and the Council is responsible for ensuring that it is used for approved purposes.

During the development of the LAA, in December 2005, the Partnership Board considered the use to which any Reward Grant earned via the LAA should be put. It agreed “that the reward grant paid by central government on achievement of the stretched targets be split 50% between to the partners involved in the achievement of each stretched target and 50% pooled back to the HSP for further partnership working.” The 50/50 revenue/capital split has been reflected in both the element available for distribution via Management Groups and the element retained for partnership working.

During the course of the LAA, the former Executive and the Partnership Board considered on several occasions the best way of determining the distribution of reward to partners involved in achieving stretched performance, including potential formulas and protocols. In the end, the Board recommended that Management Groups consider the contribution to achieving stretched performance made by each participating organisation and recommend to the Board an appropriate allocation.

The proposals of each of the Management Groups are set out in an appendix to this report. In summary, however, the main theme of the recommendations is that voluntary and community organisations should be rewarded for their part in

achieving stretched performance while the Reward Grant payable to statutory partners should be retained for Management Groups and used to address priorities arising from the new LAA and service priorities that promote the Sustainable Community Strategy.

Harrow Chief Executives (HCE) has considered the use that should be made of the element of the grant to be devoted to partnership working. They have done so against the backdrop of the financial pressures that are and will be impacting on the Borough in the coming years and in the light of the Better Deal for Residents Programme, which is a partnership approach to achieving more with less. HCE also recognised that it had established four other priorities as well as the Better Deal for Residents Programme which could also benefit from this funding. Accordingly, HCE has recommended that the majority of the partnership element of the reward grant should be used to progress the Harrow Chief Executives' priorities namely:

- Mitigating the Impact of the Recession
- Community cohesion
- Public Health
- Climate Change and
- The Better Deal for Residents Programme.

Within these, the HCE Group felt that particular attention should be paid to work arising from the deep dives, the Better Together and the Place Shaping elements of Better Deal for Residents Programme and work required to achieve cross partnership efficiency including joint back office working.

Harrow Chief Executives also recognised that there could be issues arising from the new LAA and the Sustainable Community Strategy that could not be supported from within the Management Group element and felt that there should be some discretion to support work of this kind and for improved support to the Partnership itself. The proposal is also set out as a diagram on the next page.

If the proposed strategic direction of the Reward Funds is agreed, then the use of the management group element would be overseen by Harrow Chief Executives through their quarterly performance meetings structure. This would provide scrutiny of the value for money of proposed uses, and monitoring of progress towards the agreed outcomes.

The governance of the Partnership element would rest with both the Council's Corporate Strategy Board, which is acting as the Project Board for the Better Deal for Residents Programme, and Harrow Chief Executives which would decide which projects should be included in a programme funded from the Reward Grant. As the development of ideas and projects to progress the Better Deal for Residents programme are coming forward at different rates and at different times, it is difficult to predict the balance of funding between different

aspects of the overall programme. Funding proposals will therefore be considered on the merits of their business cases taking into account the size of the requested investment, the payback period, the year on year savings anticipated, risk, impact assessments, ability to deliver the objectives of the Sustainable Community Strategy and the distribution of benefits across the Partnership. It is envisaged that the programme eventually funded will be a mix of schemes intended to generate immediate savings and longer term projects with potential to change for example, customer behaviour and demand and the public estate in Harrow.

In all cases, the Partnership Board would receive detailed progress reports through more detail from HCE Performance meetings which will usually include briefings on the better Deal for Residents Programme as a standing item on every Partnership Board agenda.

Approved payments will be made as soon as the Council receives the Reward Grant instalments.

To assist the Board, it is perhaps worth recording that the Partnership's constitution defines the role of the Board as being, amongst other things, to "develop strategic direction for the Partnership" while Harrow Chief Executives is tasked with "managing the delivery of the Sustainable Community Strategy and the Local Area Agreement".

Recommendations for the Partnership Board

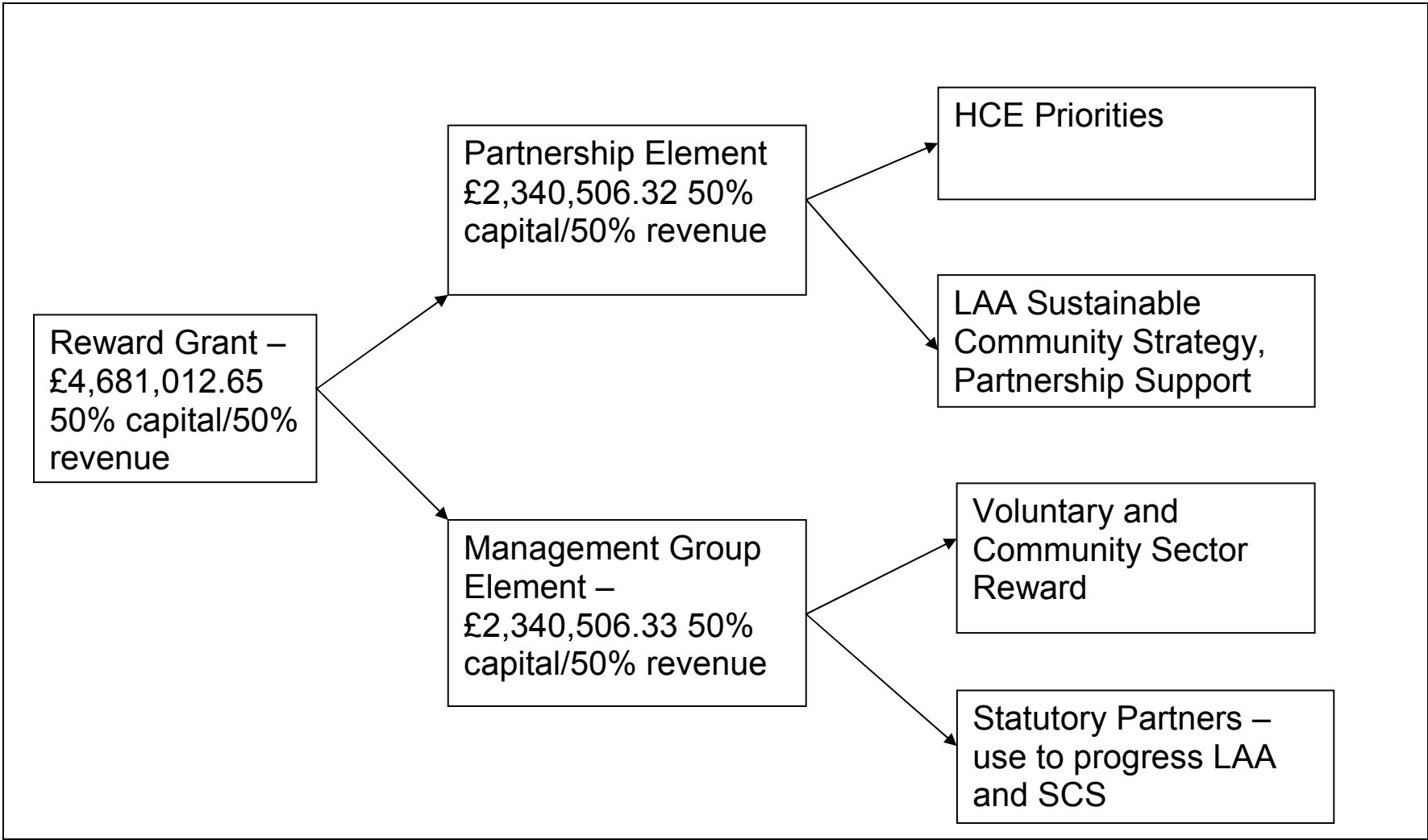
That the Partnership Board approve:-

- (a) the proposed allocation of Reward Grant funding to the voluntary and community sector recommended by Management Groups as set out in the Appendix to this report;
- (b) the proposed use of the balance of the Management Group element of the Reward Grant to progress the work required to achieve the stretch targets in the current LAA and service priorities that promote the Sustainable Community Strategy;
- (c) the role of Harrow Chief Executives in scrutinising and monitoring the use made by Management Groups of the funding identified at (b) above which will in turn be reported to the Board
- (d) use of the Partnership element of the Reward Grant as an investment fund to progress the five priorities of Harrow Chief Executives with particular emphasis being placed on the aspects of the Better Deal for Residents programme identified in this report;

(e) the potential to use a proportion of the Partnership element of the Reward Grant to meet costs of issues arising from the new LAA and the Sustainable Community Strategy that could not be supported from elsewhere and for improved support to the Partnership itself;

(f) delegation to Harrow Chief Executives to determine, on the basis of the criteria set out in this report, the projects to be funded from the Partnership element of the Reward Grant supporting their 5 priorities, issues arising from the LAA and Sustainable Community Strategy and support for the Partnership itself;

(g) the reporting processes described in this report including the inclusion of Better Deal for Residents Programme information within Performance Reports to the Partnership Board.



LAA Reward Grant Appendix

Management Group	Reward Grant		Voluntary Sector	Public Sector	Uses	
	Capital £	Revenue £			Revenue	Capital
	Capital £	Revenue £	£	£		
Adult Health and well Being	66,016.40	66,016.40				
Children's Trust	449,731.25	449,731.25	20,000	879,462.50		
Community Cohesion	132,032.81	132,032.81	78,000	72,000	See attached	See attached
Safer Harrow	390,439.88	390,439.88	0	780,879.76	Domestic Violence 165,000 in 2010/11	Still to be determined
Sustainable Development	132,032.81	132,032.81	264,065.62	0	For the purposes that HiB is established to undertake and specifically as set out overleaf	
Total	1,170,253.15	1,170,253.15				

HiB proposals

Strategic Objective	Activity	Milestone	Impact	3 yr Budget
Securing Inward Investment and keeping current businesses within Harrow to ensure that the local business base remains buoyant (business incubation)	Provide evidence on business needs	Report produced Promotion and development of incubation space.	Help provision of appropriate premises	80k
Tackling Skill Shortages and Employability Issues	Establish employer need Organise Skills Workshops with SME's	Workshops held	Intelligence to shape curriculum Increased skill levels and workforce development, providers better able to respond to need.	£50k
Supporting the development of enterprise skills and acumen so that local entrepreneurs become local businesses and existing SMEs sustain and grow	Start Up Survival Growth Retention Investing for Success (match funding)	Workshops, training, 1 to 1 support, mentoring, business diagnostics.	Growth in number of businesses (including excluded groups, lone parents, JSA claimants, disabled people, BAME) Increase in the numbers of Business start Up % Growth GVA of clients sent Harrow Businesses securing ERDF support	£338k
Promoting use of local businesses and facilities (including Pop Up Shops)	Shop Local	Communications Continue promotion of local centres	Articles published - Improves vitality and viability of suburban town centres	£60k

Community Cohesion proposals

The CCMG advises on work relating to seven LAA indicators. The reward grant relates to success in raising the level of participation in regular volunteering, but the CCMG would wish the grant to be used more widely across its activities. We suggest a combination of revenue and capital is used to support five of the seven indicators. Two of our indicators (NI 35 on resilience to violent extremism and NI 13 on migrants' English language skills) are well supported by other public funding (Prevent and Learning and Skills Council) so we have focused on the other 5. We are very mindful that this work will support the implementation of the Third Sector Strategy, due to be approved in March, particularly the areas of Deepening Partnership (actions 1, 2 & 8), Building the Capacity of the Third Sector (actions 11, 13 & 19) and Enabling Participation (action 25).

Four organisations were involved in a piece of work on mapping volunteering, which has helped to achieve the target: these were the Volunteer Centre, HASVO, HAVS and to a lesser extent the African Sang. It is therefore proposed that a significant part of the reward grant should be allocated to those organisations.

Our proposals are as follows:

NI 1 (People from different backgrounds get on well) £36,000

We know from surveys that people in Harrow believe that more community events are the best way to boost community cohesion. We are, therefore, suggesting:

- £20,000 revenue for 10 Community Events per year, which will also be supported by the Community Development Service who provide practical guidance. The reward grant has previously been used for these events and there is no other budget for them. They include events such as the Open Faith Weekend and the World Food and Music Festival.
- £8,000 revenue to the African Sang to run events.

Hate Crime, on the other hand, is a divisive force and tackling it will help cohesion. The Hate Crime Forum drives this area of work and is well supported by the Voluntary and Community Sector. The Forum wants to develop more 'Third Party Reporting' sites – usually voluntary/community/faith organisations – and needs support for training, publicity material and promotion. We are suggesting £8,000 over the 2 years. The sites rely on volunteers so this also contributes to NI 6.

- £8,000 revenue to the Hate Crime Forum to support new Third Party Reporting Sites.

NI 6 (Regular Volunteering) £64,000

Here we propose a package of measures to increase volunteering:

- £14,000 revenue to the Volunteer Centre to expand its work and particularly to increase the number of volunteering opportunities as the Centre has more volunteers than it can place. This is the key organisation for volunteering in the Borough.
- £24,000 revenue to Championing Harrow which is our joint initiative for 2012 and will be a major vehicle for the next two years for harnessing volunteers.
- £18,000 revenue to run two more Harrow's Heroes events, which celebrate and promote volunteering. This event has relied on reward grant funding.
- £8,000 revenue for two more Under One Sky events, to increase use of volunteers and transfer operations to the voluntary sector.

These events also contribute to NI 1.

NI 7 Thriving Third Sector £73,000

The proposal is to support HASVO and HAVS, particularly in relation to the Third Sector Strategy, and to use HAVS to engage in capacity building activities in the Third Sector; also to give access to some capital, which is particularly lacking in the sectors. It is proposed to use £45,000 in capital to establish a 'bank' within HAVS to which other voluntary organisations can apply for capital funding, eg, for IT, or in relation to premises, where the creation of a Community Trust to provide serviced offices has also been suggested. HASVO would use the funding towards a youth and family learning centre in south Harrow, to cover costs for youth volunteers, mentors and parent ambassadors to engage others in possible activities. This will increase the number of volunteers in the community, particularly women and young people, train them and make immediate use of them. The training will also help them to gain employment. This work will also improve NI 6.

- £14,000 revenue to HASVO towards a youth and family learning centre
- £14,000 Revenue to HAVS for capacity building activities

- £45,000 capital to HAVS to support as yet unidentified projects which would assist NI 6 and 7

NI 8 (Sport) £45,000

CCMG feels that parks should be improved as places where people from different communities can meet informally. We propose to build three green gyms:

- £45,000 to Harrow Council's Public Realm for three green gyms.

NI 11 (Arts) £46,000

Engagement in the arts is an area which needs some capital underpinning. £42,000 would help to upgrade the technical unit in the Elliott Hall at the Harrow Arts Centre so that a wider range of events can take place and to create a café, which could be run as a social enterprise, as a place where the community could meet informally and to encourage people to come to our events. Film on the Hill has been popular in Harrow and £4,000 would help it to continue:

- £42,000 Capital for Arts Centre.
- £4,000 revenue for Film on the Hill.