



## HARROW STRATEGIC PARTNERSHIP BOARD

Local Area Agreement Reward Grant

12<sup>th</sup> July 2011

### Introduction

Harrow has received a final sum of £635,396.88, which is 50% of our second claim. As a result of pressure from London Councils and other representative bodies, the Government has also relaxed the split of revenue and capital to 70% revenue and 30% capital, giving **£444,777.82 revenue** and **£190,619.06 capital**.

On the 18<sup>th</sup> April, the HSP Board agreed to align the additional LAA Reward Grant against the new priorities for the Partnership:

- Effective Joint Working
- Building Community Capacity
- Improving Health
- Addressing Worklessness/Welfare

Partners were invited to submit comprehensive business cases, which were discussed and scored by Harrow Chief Executives on the 13<sup>th</sup> June. The scoring mechanism used was based on the following four agreed criteria:

- Clear demonstration of the desired outcomes (*of one or more of the approved priorities*)
- Sustainability of the project
- Ability to use the funding to leverage additional funding (*e.g. Awards for All, Trust and Foundations and European Funding*)
- Robust evidence, opinions, experiences and needs of service users and citizens

Harrow Chief Executives have considered all proposals received and have identified the projects which they feel are best value for money, sustainable and have the best chance of successfully delivering the outcomes. These are:

- (12) – The Cedars Centre
- (14) – Mental Health Employability Support Co-ordinator
- (26) – Harrow into Work
- (10) – Circles of Support
- ( 2) – Increasing Volunteering at Harrow CAB Citizens Advice Bureau
- (11) – Top 100 Families
- (17) – Building recovery in communities

Details of the bids, the scoring and the reasons for HCE support are set out on pages 3, 4 5 and 6 of this report. Details of questions raised by HCE during their consideration and the answers obtained are set out from page 7 onwards.

Two bids were received which looked at developing voluntary and community premises.

Both of these bids identified the need for better quality facilities, which would build community capacity. To fit in with the consultation about the form and purpose of a new CVS for Harrow and to ensure that maximum benefit is obtained from the small amount of funding available, it is recommended that £60,000 capital is set aside to be the subject of a further proposal at the end of the consultation process..

Based on these proposed recommendations, the total amount allocated will be; **£445,419 revenue and £96,482 capital.**

Harrow Chief Executives recommend that the remaining capital grant of **£94,137** is set aside as Partnership reserves.

Copies of the 32 applicants received and the HCE scoring document can be downloaded and viewed on <http://www.harrow.gov.uk/HSPfund>

#### **Proposed Action**

It is proposed that the Partnership Board review and agree the proposals put forward by Harrow Chief Executives.

On approval, the Policy and Partnership Team will contact the successful applicants and request them to finalise their business cases and address any further questions raised by the Board. A Service Level Agreement will then be forwarded to the applicant for completion. Once agreed, funding will be made available to the recipient lead organisation on a staged basis.

Quarterly monitoring reports will be required throughout the duration of the project, which will be reported to Harrow Chief Executives. Summary performance reports will be presented to the Partnership Board six monthly for information and challenge.

#### **What are you asking the Partnership Board to do**

To endorse the funding recommendations of the Harrow Chief Executives.

## Summary of the Issue

Harrow Chief Executives received 32 business cases which sought a total of £2,233,389 revenue and £465,579 capital.

Amongst the bids received there were a number of strong business cases that spread across the four priorities and associated outcomes.

Harrow Chief Executives applied a scoring system across all of the business cases received and the nominated leads of the different priorities informed the discussion and provided guidance on which bids came across the strongest.

HCE leads also worked together to identify any synergies or further partnership opportunities across the individual bids.

Seven projects have been shortlisted and recommended by Harrow Chief Executives for funding. The table below highlights the rationale behind the shortlisted projects.

Business Case Title	Score	Amount Requested	Rationale
<p>(12) The Cedars Centre <b>Kids Can Achieve</b></p> <p>The bid proposes additional works at Cedars Hall to provide additional office accommodation for both Kids Can Achieve and other voluntary and community groups. This will enable KCA to move out of other rented property to produce a revenue saving and attract rental income from other groups. It will also produce a concentration of organisations whose work is complementary enabling better joint working.</p>	15 pts	£36,482 capital	<ul style="list-style-type: none"> <li>• Strong bid which uses capital to save revenue</li> <li>• Creates capacity for the voluntary and community sector</li> <li>• Maximising the use of an existing asset</li> <li>• Clearly demonstrates delivery against the priority Effective Joint Working</li> <li>• Allows co-location of organisations that work closely together</li> </ul>
<p>(14) Mental Health Employability Support Coordinator <b>MIND in Harrow</b></p> <p>The bid proposes innovative early interventions to reduce worklessness of Harrow residents experiencing mental health problems. The techniques to be adopted</p>	15 pts	£49,960 revenue	<ul style="list-style-type: none"> <li>• Well written bid</li> <li>• Clear outcomes and measures of success, which will help clients into work and to get off benefits.</li> <li>• Timely with the government's Incapacity Benefit reassessment about to increase the</li> </ul>

Business Case Title	Score	Amount Requested	Rationale
<p>include support to SMEs to address mental health employee issues to prevent long-term sickness, specialist employment/redundancy advice to support job retention and enable unemployed people to become more employable and re-skilling and up-skilling.</p> <p>The bid envisages raising £167,000 in Improving Access to Psychological Therapies (IAPT) funding over two years.</p>			<p>number of people within the borough moving on to ESA or JSA, it is expected a large proportion of these will have some mental health issues</p> <ul style="list-style-type: none"> <li>• The bid will complement the pre Work Programme</li> <li>• Clear evidence of joint working already in place</li> <li>• Some evidence of sustainability should MIND be successful in negotiations with Work Programme providers</li> <li>• Clear evidence of need and some successful delivery already demonstrated.</li> <li>• The project needs to demonstrate how it can market itself to employers.</li> </ul>
<p><b>(26) Harrow into Work Harrow College</b></p> <p>The bid proposes supporting setting up an organisation as a subsidiary of Harrow College to skill and up-skill Harrow residents, both those currently in employment and those seeking work. This will help maintain competitiveness of existing employees and support people into work.</p> <p>The organisation will have on-going support from the Skills Funding Agency to ensure sustainability</p>	15 pts	£60,000 revenue	<ul style="list-style-type: none"> <li>• Match funding provided by Harrow College</li> <li>• Sustainable</li> <li>• Clear outcomes which are measurable</li> <li>• Evidence of further funding through the Skills Funding Agency</li> <li>• High outputs for the number of apprentices that will be employed but who the employer will be is not clear.</li> </ul>
<p><b>(17) Building recovery in communities NHS Harrow</b></p> <p>The bid focuses on supporting</p>	14 pts	£30,360 revenue	<ul style="list-style-type: none"> <li>• Strong evidence of need</li> <li>• Well constructed, in respect of identification of clients, partner agencies and training route.</li> </ul>

Business Case Title	Score	Amount Requested	Rationale
<p>former substance misuse service users into employment. It proposes to offer a multi agency Education, Training and Employment programme comprising a Peer-led Aftercare Network (PLAN) to provide group learning, motivation and on-going personal development; a supported volunteering programme; and an accredited training package to equip participants to find work in the substance misuse prevention and treatment field.</p>			<ul style="list-style-type: none"> <li>• It has a small volume of outcomes, 15 into work, but they are people with extensive problems.</li> <li>• Access to external funding – although not yet confirmed</li> <li>• Bid fits with wider Government agenda</li> <li>• Invest to Save project and offers value for money</li> <li>• The connection to vocational training needs to be strengthened.</li> </ul>
<p>(2) Increasing Volunteering at Harrow CAB <b>Citizens Advice Bureau</b></p> <p>The bid proposes an immediate time limited increase in the CAB's staff to increase its capacity to deal with enquiries and a training and development programme to increase skilled volunteers to replace the temporary additional staffing. Some volunteers will develop training skills themselves to ensure sustainability of the project.</p> <p>The CAB has seen a significant increase in demand which they are currently unable to meet.</p>	14 pts	£70,099 revenue	<ul style="list-style-type: none"> <li>• Funding will create additional capacity at CAB</li> <li>• Confirmed external funding received</li> <li>• Strong evidence of need and deliverability</li> <li>• Sustainability is reliant on the existing volunteers training new volunteers</li> <li>• Question on whether a trainer is required on a permanent basis and therefore could the total funds requested be reduced?</li> </ul>
<p>(10) Circles of Support <b>Harrow Council</b></p> <p>The bid proposes developing a social enterprise or voluntary organisation to provide on-demand help with practical tasks through local, reliable neighbourhood helpers and a social network for teaching,</p>	14 pts	£150,000 revenue	<ul style="list-style-type: none"> <li>• Invest to save project – self funding after 3 years</li> <li>• Creation of a valuable social asset</li> <li>• Will achieve a significant difference against the priority and outcomes</li> <li>• Moderate evidence of need and deliverability</li> <li>• Projections based on an</li> </ul>

Business Case Title	Score	Amount Requested	Rationale
<p>learning and sharing. It will be a membership organisation supporting vulnerable people and especially those whose needs are not severe enough to be met by statutory services.</p> <p>It is envisaged that the organisation can be self supporting after three years of public sector investment.</p>			<p>existing model in Southwark</p>
<p>(11) Top 100 Families</p> <p>This bid proposes developing new ways of supporting families and reducing the number of families moving into crisis through co-ordinated early intervention.</p>	13 pts	£85,000	<ul style="list-style-type: none"> <li>• Focuses on early interventions to prevent additional families joining the “Top 100”</li> <li>• Cross agency/partnership working focussed</li> <li>• Strong partnership support</li> <li>• Invest to save project</li> <li>• Recommended that the project focuses on 20-30 families and run as a pilot to develop learning and evidence</li> <li>• Links with the new children’s operating model</li> </ul>

## HCE Comments /Follow Up

Funding Bid Project	Comments	Follow Up	Follow up Answers
The Cedars Centre	Demand for letting premises is present		
Mental Health Employability Support Coordinator	Project targets people who find it very hard to get back into work. Key vulnerable group in Harrow	<p>What will happen in later years?</p> <p>What will happen if IAPT funding is not received?</p> <p>What potential support/link could there be to the HASVO project?</p> <p>What is the referral route for people to get into the service?</p>	<p>Mind is bidding on a national level and is in the latter stages for achieving funding, although it is recognised that this is not yet achieved. Government through the CSR has backed the 'Improving Access to Psychological Therapies' (IAPT) approach so it is expected that future funding streams will be made available to support the implementation at local levels, which Mind as a national organisation will be bidding for.</p> <p>It is recognised that, if no additional funding is secured, then the delivery of the proposal is at risk. However, as set out above, the expectation of additional funding streams for this activity and the evidence behind its impact is strong, so the proposal is risk based when taking this into account.</p> <p>Refugee communities are within scope of the project, and Mind in Harrow has a strong track record of working with organisations such as HASVO. The Community Development worker which is part of the bid will support referral routes from more hard to reach groups and therefore improve access to the support from the IAPT programme.</p> <p>The aim of the IAPT programme is to reach those individuals in the community that are currently not reached. Traditionally, the referral route has been</p>

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		<p>What is the current client base and is it representative of the borough i.e. equality of access?</p>	<p>through GPs, but it is recognised that more needs to be done to support the community. The Community Development worker will add capacity by working across the community to improve access.</p> <p>Mind has a good success rate with its programmes, and take up from communities has been high. Where necessary more specialised programmes have been ran, e.g. Somali community access to care services. Age ranges are well balanced and all venues have full disabled access.</p>
Harrow into Work	Need to ensure that employers are on board to provide apprenticeships	<p>What help will be provided to get young people who are not in education to get into work?</p> <p>Have any employers confirmed their interest in the project?</p> <p>What potential is there to get additional funding from SFA?</p>	<p>The programme is broader than just 16-18 year olds, and as part of this programme work has already started with Job Centre Plus to improve referral routes to support those not in work and not at college.</p> <p>The existing network of organisations which the College works with is being targeted. The College operates on the principle of outcome focus and ties this into all its agreements with partners. They recognise that external funding streams are moving rapidly to an outcomes focus and future funding will be reliant on the performance of existing services to deliver against these. Therefore the College is very clear on the outcomes which are being identified.</p> <p>The potential for more funding is difficult to commit to at this stage, other than the fact that the Skills Funding Agency is highly likely to be investing in this area in the future. On this basis achieving good outcomes from existing programmes is likely to support the ability to bid</p>



Funding Bid Project	Comments	Follow Up	Follow up Answers
		How is the £60,000 requested broken down?	<p>with confidence for future funding.</p> <p>This is largely to increase staff resource. The Harrow into Work service is being set up regardless of LAA money, but the LAA money helps to 'kick-start' the service, which may also support future funding bids by being a leader in this particular field. While the project could go ahead without LAA support, it will take longer to become established and to reach the envisaged capacity leaving a cohort of potential beneficiaries unsupported.</p>
Building recovery in communities	Targets particularly vulnerable people May have implications for Top 100 families For a relatively small investment could potentially yield large savings	What is the opportunity to link into the work that EACH undertakes?	The business case is for aftercare leading to increased employability for former service users whereas EACH concentrates on support to achieve and sustain abstinence. Clients may use both services but they are seeking different objectives.
Increasing volunteering at Harrow CAB	Outcomes not clear Potential to link between with JCP and DWP	As a result of the funding what is the expected number of residents who will move out of poverty? Clear measures required What is the potential to target health outcomes and not just welfare? After 2 years what happens?	<p>The project will enable almost twice as many telephone enquiries to be resolved (2,000 up from 1,100). 63% of enquiries related to benefits or debt and 59% of clients from a similar group last year achieved an increased income and 45% better debt management. This equates to 567 new clients increasing income and 405 clients managing debt better.</p> <p>There is evidence that better financial management and increased income reduces stress and resolving housing problems can also have substantial health benefits. The extent of these benefits is dependent on the mix of enquiries received.</p>

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			After two years, the additional service provided by this project will be run entirely by volunteers. The CAB has an enviable record in retaining volunteers with the current cohort averaging 10 years service and counting
Circles of Support	<p>Project becomes self funding after 3 years and moves towards a social enterprise model.</p> <p>The Council will incubate the project within the first 3 years</p> <p>Needs to link to what already exists</p> <p>Allows people to stay at home for longer which supports the reablement model</p> <p>Opportunity to learn from the Southwark model and then create a new or use an existing social enterprise</p> <p>Police could provide checks for the volunteers</p> <p>Carers are continually put under increasing pressure and this project could provide some alleviation</p> <p>Ability to link into neighbourhood champions</p>	<p>Concern over duplication with Age Concern</p> <p>Need to ensure fair consultation and bidding process is in place to become the social enterprise</p>	<p>Age UK currently provides some services similar in nature to those envisaged by the bid but to a much smaller audience than that proposed. Age UK is concerned that its work would be undermined by a new organisation that did not include it as a partner</p> <p>Age UK would recommend that the Partnership consider the specification for any move to a social enterprise or voluntary and community organisation to ensure that local knowledge and existing local networks are valued.</p>

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Top 100 Families	<p>This project was initially highlighted as a priority for HCE</p> <p>It is cross agency and cross partnership</p> <p>Focuses on early interventions to prevent creating additional dependent families.</p> <p>Initial work should be around pooling existing information.</p> <p>Needs to be intelligence led and must not over complicate the model.</p> <p>Police would be interested in offering a person to support the project</p> <p>JCP may have a small amount of funding to support this project</p>	<p>Could the project be scaled down to 20-30 top families and run as a pilot to develop learning and evidence for additional funding?</p> <p>Explore the opportunity to bid for the EU social fund?</p> <p>Need to be clear of the availability of funding from other partners</p> <p>What learning can be gained from Brent and Hammersmith and Fulham which are currently pulling together similar projects/models?</p>	<p>The project has been scaled down to a pilot involving fewer families. The envisaged commissioning budget and administrator posts have been removed.</p> <p>EU Social Fund bid has been submitted.</p> <p>The Council will consider topping up LAA funding to enable the pilot to run but contributions from other partners would be welcome and would demonstrate the partnership-wide nature of the benefits it is expected to generate.</p> <p>Advice from other Boroughs will be sought in designing the pilot</p>
Voluntary and Community Premises and RAFT	<p>Potential to duplicate the work being undertaken to develop a CVS for the borough</p> <p>Suggested that £60,000 capital is put aside for after the consultation period has been completed.</p>	<p>What opportunity is there to target deprived areas/uses?</p>	<p>It is probable that any project emerging from the consultation over the shape of a new CVS for Harrow will be based around an existing building which limits the flexibility to support deprived areas. The lettings policy for a new model of community premises should include support for deprived communities.</p>