

HARROW STRATEGIC PARTNERSHIP BOARD

Community Budgets

29th March 2012

<p>Introduction</p> <p>This paper suggests ways of taking forward the ideas that were contained in the Harrow Expression of Interest for whole place Community Budget pilot status.</p>
<p>Proposed Action</p> <p>That the following areas are prioritised for joint work:</p> <ul style="list-style-type: none"> • Out of Hospital Strategy; • Co location of the Police and the Council; • Voluntary Community Sector Grants <p>and that cross organisation task groups are established to take these forward. In the case of the Out of Hospital Strategy, the Health and Well Being Board could take on this role but further thought needs to be given to this as the Board does not include providers who are key to this particular project.</p>
<p>What are you asking the Partnership Board to do</p> <p>The Board are asked to agreed to the proposed action and receive reports on progress</p>

Summary of the Issue

1. The Board will recall that last November the Council submitted, on behalf of Harrow Strategic Partnership, an expression of interest to be considered as a whole place community budget pilot. The expression of interest put forward three main areas of activity:

- a. Greater use of Access Harrow as a common front door to public services in Harrow;

- b. Where appropriate, common triage assessment of complex problems with service delivery by merged, multi-agency teams; and
- c. Better use of public sector assets including co-location where this supports joint service delivery.

2. Although the Council's submission was not selected as one of the eventual four pilots, the strategic partnership has asked that partners determine to what extent the proposals could be pursued without pilot status.

3. Representatives of the organisations making up the partnership have been contacted and asked about how the ambitions set out in the expression of interest could be taken forward. Their priorities can be summarised as:

- better utilisation of the public sector estate including co-location with the Council (this proposal enjoys significant support from local and Head Quarters levels within the Police);
- Merging aspects of police and council work around a more joined up response to anti-social behaviour;
- Creating a greater alignment between social care services and health especially around intermediate care and reablement;
- Exploring IT opportunities and sharing use of the Council's community engagement expertise and data with the health sector;
- Supporting the "Out of Hospital" strategy;
- Alignment of support to the voluntary and community sector across partners;
- Supporting the apprenticeship service in Harrow and creating a more visible 'USP' for business in Harrow.
- Providing legal services to health partners around eligibility for services
- Health Service representatives have identified a need for a middle management cross organisational forum to look at pathways for care and identifying where links could be closer. Similar arrangements could be developed for other Council/partner and partner/partner interest groups to take responsibility for developing detailed proposals.

4. There are common interests in addressing worklessness, which supports improved health, crime reduction and a growing economy; identifying opportunities for developing more affordable housing; and for exploring the potential for combining neighbourhood budgets to enable local joined up commissioning. In addition, the transfer of public health responsibilities to the local authority offers the possibility of achieving other synergies.

5. The Council's continuing support for projects at West London Alliance level needs also to encompass projects that the Harrow Partnership promotes.

Recommended Areas

6. Given existing capacity it is clear that the partnership cannot take forward all of the proposed areas. It is therefore important to prioritise a set of proposals which the partnership has both the resources and capability to deliver. There is also existing work which the partnership is working together to support which was not necessarily covered in discussions with partners, such as the work around the Top Families, Circles of Support and Integrated Offender Management. In agreeing the proposals to take forward set out in this paper, these will be brought together in an overall programme of partnership activity which will be reported to Harrow Chief Executives and the Board on a regular basis.

7. Harrow Chief Executives have considered the proposals and recommend following areas are taken forward:

- Creating a greater alignment between social care and health services through the integrated care pilot, reablement, the developing "Out of Hospital" strategy and the opportunities offered by the proposed transfer of public health responsibilities;
- Better utilisation of the public sector estate through greater co-location of the Police and Council, with greater join up of services to be explored as part of greater integration;
- Alignment of support to the voluntary and community sector across all partners including supporting a growth in the capacity of the sector to utilise volunteers.

Ways of working

8. Before any of these possibilities can be pursued, a framework that governs how contributions and rewards from joint work are to be accounted for needs to be developed. For most if not all of the potential joint working projects, it is likely that investment from one organisation would lead to benefits accruing to other partners. The difficulties connected with investment and reward were behind the development of at least part of the community budget concept that enables rewards to flow to a re-investment fund. Without the flexibility associated with community budget pilot status, it will be necessary to establish similar arrangements locally and a process for prioritising projects not only for their potential to improve services and reduce costs but over time and across the whole programme, to reduce costs across all the organisations involved.

9. In the current financial climate, priority must also be given to projects that reduce ongoing costs and provide a return to fund future investment. It is

therefore proposed that savings from revised service arrangements developed under the local community budgets arrangements are pooled to create an investment fund. Without an initial investment fund, many of the projects may need to start as pilots both to provide proof of concept as well as to generate funds to scale up to borough-wide operation.

10. Strategic decisions will need to be taken on a joint service basis by Harrow Chief Executives and the Board, but with the benefit of proposals worked up by cross organisational groups.

11. For public estate changes, a set of principles need to be developed relating to how to treat the proceeds from disposals and the costs of providing alternative accommodation, the sharing of on-going premises running costs and how to account for efficiency savings arising from co-location.

12. Harrow Chief Executives considered the ways of working issues and agreed that, subject to organisations recouping the costs of an initial investment, the pooling of savings to provide a further investment fund was an essential element in pursuing further joint working.

Moving Forward

13. The role of Harrow Chief Executives and the Board in energising and monitoring these projects needs to be focussed on agreeing the principles that will govern project design, funding, sign off and the investment of savings made and to oversee progress. Each project will need to be managed by a dedicated cross-organisational task group reporting progress regularly.

14. In addition, Harrow Chief Executives will need to continue to review the scope for additional projects as capacity and opportunity allow and make recommendations to the Board accordingly.