

# CABINET

## Funding bid to DCLG for Transformation Challenge Award

### Urgent Business Decision

#### Report of Chief Officer (Health and Housing)

PURPOSE OF REPORT			
To seek Cabinet's approval to submit a funding bid to DCLG for the Transformation Challenge Award to work in partnership with Lancashire County Council to develop an integrated early intervention service with the aim of providing early help for those most in need and reducing the future impact on stretched statutory services.			
Key Decision	<input checked="" type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
			Referral from Cabinet Member
Date of notice of forthcoming key decision	18 September 2014		
This report is public.			

#### RECOMMENDATIONS OF CHIEF OFFICER (HEALTH & HOUSING)

- (1) That the Chief Executive under urgent business agrees to Lancaster City Council submitting an application to DCLG Transformation Challenge Award subject to there being no additional cost implications for the city council.
- (2) That should the bid be successful, acceptance of the funding is delegated to Chief Officer (Resources) subject to due diligence being completed.
- (3) That the General Fund Revenue Budget is updated accordingly, split across relevant financial years as appropriate.
- (4) That consultation is undertaken with a view to waiving call in, in accordance with Overview and Scrutiny procedure rule17, to enable the decision to be implemented immediately.

#### 1.0 Introduction

Public sector budget cuts and increasing demand for statutory services provide us with an unprecedented incentive to work across the two tiers of local government in Lancashire to:

- collaboratively think differently;

- do things together differently;  
enable citizens and communities to succeed and reduce dependency on public services; and in so doing embrace alternative models of delivery.
- 1.1 The City Council and the County Council have committed to explore the potential for enhancing collaboration, focussing on areas where we already have the opportunity to develop closer joint working. Examples of where we currently work together collaboratively are around the Public Realm and Highways; developing the local economy; integration of health and wellbeing; and management of museums and property services.
  - 1.2 Officers have identified three work streams for some early exploration. These are:
    1. Developing an integrated neighbourhood model of delivery focussing on prevention, early action, wellbeing and building resilience
    2. Joining up approaches to Public Realm
    3. Integrated approach to supporting the visitor economy
  - 1.3 Whilst undertaking some initial scoping work on the integrated neighbourhood model of prevention and early action, officers were made aware of a potential funding stream from DCLG known as the transformation challenge award which seemed to fit with the aims of this piece of work.
  - 1.4 The transformation challenge award provides funding for partners to transform the way they deliver services (in partnership) to improve service outcomes for their populations and results in a saving over time which has to be more than the amount of funding bid for.

## **2.0 Proposal Details**

- 2.1 The application is a two stage process. The expression of interest was submitted in July this year and we were successful in proceeding to the full bid stage. Officers have had an extremely short timescale to develop the full bid (4 weeks) and the deadline for submission for the full bid is 1<sup>st</sup> October 2014, hence the need for an urgent business report.
- 2.2 The detailed project is still being worked up but essentially involves an integrated early response service targeting those individuals that are either not engaged with services, or who are unable to access the right support. They are often caught in a 'revolving door' of referral to statutory services but in not meeting the threshold to access individual services are left unsupported until the level of harm escalates to crisis point. The joint working will involve the following services:
 

Lancaster City Council Housing Enforcement  
Lancashire County Council Early Help & Prevention (children & young people)  
Better Care (integrating health & social care) within neighbourhoods  
Lancashire County Council/Lancashire Constabulary Early Response (out-of hours)
- 2.3 The main contribution for the City Council is around additional housing enforcement capacity (an additional two housing officers) to tackle issues the private rented sector predominantly but not exclusively in the west end of

Morecambe. The transformation will come with the housing officers working with county (and eventually police, fire and health partners) to ensure the individual gets the right level of support needed to address all their issues in a timely way so that these households are better able to manage their lives, self-care and take personal responsibility in the hope that they don't require intensive, reactive acute service intervention in the future.

- 2.4 The bid amount is for a total of £1.2M however most of this expenditure is to pump prime and change the way that county deliver their part of this integrated neighbourhood service. The City Council element represents a maximum of £200k and the bid will make it clear that the savings resulting from this additional investment in housing will not be cashable savings for the City Council but will benefit the other statutory agencies and the wider economy through reduced anti-social behaviour, reduced emergency admissions to hospitals, reduced repeat visits to GP's etc.

### 3.0 Details of Consultation

- 3.1 No formal consultation has been carried out.

### 4.0 Options and Options Analysis (including risk assessment)

	<b>Option 1:</b> Agree to the application for funding and acceptance if successful	<b>Option 2:</b> Not to agree the application for funding
Advantages	Provides some initial up front investment to develop a service and transformed way of working which we were looking to develop in any event. Provides additional housing enforcement capacity to target the worst private rented properties which has been identified as a priority in the corporate plan/ business plan.	This workstream of delivering differently would still go ahead (but on a reduced scale).
Disadvantages	The tight timescale for submission is proving difficult to work up a fully costed detailed proposal.	Missed opportunity to secure additional investment for housing enforcement. Reduced scope to use investment to transform city and county services.
Risks	Most of the funding will be for county council functions but the city council is the accountable body. Close liaison with county will be required to satisfy the required conditions.	Loss of potential funding severely restrict the scope of transformational service redesign that could take place.

### 5.0 Officer Preferred Option (and comments)

- 5.1 Option 1 is the preferred option as this presents an opportunity to secure funding to address the council priority around housing and to pump prime transformational work that the two councils are working to implement anyway.

## 6.0 Conclusion

The City and County Council are already committed to exploring ways to transformationally work together differently for the benefit of our communities and to reduce demand on already stretched services.

The funding bid provides an opportunity to inject some initial investment to test out some of the new ways of working.

### **RELATIONSHIP TO POLICY FRAMEWORK**

Health and Wellbeing is a key priority supported by a range of actions. Enhancing the quality of life for local residents through improved access to affordable decent housing being a cornerstone of this priority. Protecting the most vulnerable in our communities underpins our corporate priorities and therefore for all the above reasons the project is a perfect strategic fit for the council.

The project also fits with the ensuring council ethos, particularly in relation to stewardship and collaboration.

### **CONCLUSION OF IMPACT ASSESSMENT**

**(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)**

The service's aims to target those most vulnerable living in poor housing to offer early help and support to reduce future demand on statutory services. If successful, it should lead to more resilient sustainable communities.

### **LEGAL IMPLICATIONS**

No legal implications arising directly from the report.

### **FINANCIAL IMPLICATIONS**

The total bid to the DCLG will be in the region of £1.2M and although the City Council is the lead grant bid applicant and will be the Accountable Body if successful, the majority of the grant funding (c£1M) will be 'passported' to the County Council as the main delivery body for the project. It will be for the City Council (Health & Housing Officers in conjunction with Resources) to determine the conditions for 'passporting' grant onto County, however, and to determine an appropriate mechanism for monitoring and fulfilling our role as Accountable Body.

The City Council's proportion of the bid will be no more than £200K and will be partly used to fund 2 new Housing Enforcement Officer posts at Grade 4 on a fixed term contract for up to and not exceeding a two year period plus associated running costs, i.e. car mileage, subsistence and general office expenses. It should be noted that for any post lasting two years or more, the council would become liable for redundancy at the end of the contract. It is not possible to predict the level of redundancy payment under these circumstances due to entitlement being driven by total Local Government Service, rather than employment with the Council. It is also not known at this stage whether the bid can include for such payment. In order to reduce the associated financial risk to the Council therefore, it is recommended that the fixed term appointment be for a period of less than two years.

Subject to the bid being successful, the General Fund Revenue Budget will need to be updated in order to reflect the additional expenditure and grant funding and will span two to three financial years subject to when the fixed term post is appointed.

**OTHER RESOURCE IMPLICATIONS****Human Resources:**

Any appointments made by the City Council will be compliant with all current employment legislation.

It is noted that the proposal is for 2 fixed term officer posts for up to, but not exceeding, 2 years.

**Information Services:**

N/A

**Property:**

N/A

**Open Spaces:**

N/A

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted; there will be workload and financial risks attached to pursuing the bid, as referred to in the report, but these are acceptable given the service delivery opportunities if the bid is successful.

**MONITORING OFFICER'S COMMENTS**

The Deputy Monitoring Officer has been consulted and has no observations on this report.

**BACKGROUND PAPERS**

none

**Contact Officer:** Suzanne Lodge

**Telephone:** 01524 582701

**E-mail:** slodge@lancaster.gov.uk

**Ref:** C123