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Community Budgets Political
Leadership Group

Via e-mail

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Dear members of the Community Budgets Political Leadership Group

COMMUNITY BUDGETS POLITICAL LEADERSHIP GROUP

Thank you for coming to the second meeting of this group chaired by Baroness Hanham on 24 May. The minutes of the meeting are attached.

We thought it was a very positive and constructive meeting: we have a clear way forward to develop some products that will make a real difference to developing ambitious and Community Budgets. The key task is to ensure that we work together effectively to deliver what we have agreed to do. Colleagues from LGG and DCLG will be in touch shortly, if they have not been already, to discuss how they can support you in taking the work programme forward.

The next meeting of the Group is on 4 July at midday. We look forward to seeing you there. If we can help you in the meantime then do please get in touch.

Yours sincerely

A handwritten signature in black ink that reads "Rob Whiteman".

Rob Whiteman
Managing Director
LGID

A handwritten signature in black ink that reads "David Prout".

David Prout
Director General for Localism
DCLG

COMMUNITY BUDGETS POLITICAL LEADERSHIP GROUP

Minutes of the meeting on 24 May 2011

Those present:	Apologies:
<i>Baroness Hanham</i> Barnet - <i>Cllr Andrew Harper & Andrew Tanners</i> Birmingham - <i>Jason Lowther</i> Blackburn with Darwen - <i>Cllr Maureen Bateson</i> Essex - <i>Dave Hill</i> Greater Manchester - <i>Cllr John Merry & John Holden</i> Leicestershire - <i>Cllr David Parsons & John Sinnott</i> Swindon - <i>Cllr Roderick Bluh</i> West London Group - <i>Cllr Colin Barrow & Mike More</i> LG Group - <i>Rob Whiteman & Phillip Mind</i> DfE – <i>Nick Lawrence</i> DCLG – <i>David Prout, Nick Dexter, Ashley Pottier, Paul Philpott, Emily Arch & Linda Bullivant</i>	<i>Nick Walkley</i> , Barnet Bradford <i>Patrick White</i> , Cabinet Office <i>Cllr Sarah Candy</i> , Essex Hull <i>Baroness Eaton</i> , LG Group

Item 1: Introductions & Overview

- 1.1 Baroness Hanham welcomed attendees. She highlighted the need to gain a clearer understanding of the issues and barriers that are getting in the way of Community Budgets being ambitious and the Group's crucial role in finding solutions quickly to make a difference by Summer recess.

Item 2: Introduction of the Four Workstands

- 2.1 Baroness Hanham invited area leads to talk through their papers, followed by Group discussion to reflect on and agree the key messages from each.

Data Sharing – John Holden, New Economy Manchester

- 2.2 John Holden introduced this paper, setting out the cultural and technical issues surrounding data and information sharing and potential solutions needed to address these and seize the numerable benefits that better data sharing can bring (e.g. better identification of gaps, duplication and impacts of interventions). Drawing on the experiences of the Greater Manchester Data Group, a number of recommendations were made, including:
- Confirming a methodology to identify what data is needed to work with families at each stage in the customer journey;
 - Developing a common information sharing protocol (underpinned by proformas); and,
 - Activity encouraging culture change within different local partners (through workshop sessions and disseminating shared learning/interpretation) to ensure that sharing data is the default position.
- 2.3 Baroness Hanham suggested that the Information Commissioner should be engaged in developing this work – the Group agreed. The Group also agreed that this workstrand would need to be fully joined up with the DfE Information Sharing exemplar project to avoid duplication. Further comments were raised

about the importance of central and local government setting out to individuals and families the positive benefits of sharing their data, to help change their perceptions on this.

Simplified Assessment – Dave Hill, Essex

2.2 Dave Hill introduced this paper, outlining the need for assessment to be a family led and designed approach. He said that current systems had largely become a data collection exercise and it is important to change the emphasis/culture from pure analysis and assessment of data to practical action with families to help address their needs. He identified two areas of work:

- 1) Simplifying assessments where there are child protection issues, as outlined in the Munro Review and building on the work of the local authorities involved in the review; and,
- 2) Developing a simple assessment process to be used with families just beneath child protection thresholds, to be used to help prevent children slipping into the protection group.

This work may require central government would to consider amending current guidance as this was the biggest barrier – it might be helpful to bring the guidance from different departments under one umbrella.

2.3 Baroness Hanham asked the Group to consider the sharing of information on assessments: when an agency first encounters a family, do they think to ask other agencies if they have also encountered them and if they have and they have assessed the family, is that assessment shared? Equally, agencies should ask families what contact they have had with other agencies.

Innovative Finance – Jason Lowther, Birmingham

2.4 Jason Lowther introduced this paper, setting out the barriers and recommendations need to address them, including:

- 1) Conducting Payment By Results and Social Impact Bonds trials as part of the first phase of Community Budgets;
- 2) Developing Local Government's capability to make robust use of evidence;
- 3) Supporting the development of tools to provide intelligence on the cost/benefits of evidence-based programmes;
- 4) Developing a systematic approach to delivering cashable benefits; and,
- 5) Agreeing an explicit implementation model for mainstreaming delivery of evidence based interventions and innovative finance.

2.5 The Group discussed pooling including exploring why there was reluctance by the first phase partners to take this up. Suggested solutions included streamlining central government's local pooling mechanism and better sharing of data and outcomes which would help to clarify the benefits of pooling and encourage local partners to consider this. Work on Payment By Results and Social Impact Bonds could be taken forward quite quickly. Some

local authorities are working with Steve Aos from the Washington State Institute to translate the institute's work on use of evidence and cost/benefit analysis to a UK setting. The Group will take the good work already completed by local authorities and develop a practical toolkit: a plan for this work will be ready by Summer recess with an outline toolkit available in September and live testing with local authorities in October. The Group agreed that links to Local Integrated Services Trusts (LISTs) would be a better fit for the Governance workstrand.

Governance and Leadership – Cllr Roderick Bluh

- 2.6** Cllr Bluh introduced this paper, outlining the scale of the governance challenge facing national roll-out of Community Budgets and the need to keep the process simple. Recommendations included:
- 1) The need to create a central unit – within government or the LG Group – to track delivery and share learning;
 - 2) Ensuring that core partners are engaged and signed-up to local proposals; and,
 - 3) Establishing local level governing programme boards in each Community Budget area.
- 2.7** Baroness Hanham welcomed the need for the process to be as simple as possible. She suggested that the approach to governance should be flexible and locally determined, supported by centrally gathered advice and learning to form a 'blueprint' (rather than prescribing or mandating approaches).
- 2.8** The Group discussed the different governance approaches currently being used by Community Budget areas (e.g. retaining the Children's' Trust Board, having one cabinet member responsible for delivery - with corporate support). They also shared views about which partners should be engaged: schools, NHS acute trusts and social landlords were all suggested as additional partners not reflected in the paper. The Group agreed that it would be easiest for the local authority in an area to convene and lead partnership working at the local level.
- 2.9** The Group agreed that duplication in provision (e.g. assessments) is driven in part by the multiple funding streams coming from Government, each with their own 'rules'. Equally, individual agencies recognise the problems each family face and what would help them but wants another agency to take forward the work and therefore pay for it from their budget. And, if agencies pool cash or staff then they have to be able to decide what functions they will not subsequently discharge, otherwise they risk undertaking the same functions as before but with less resources. It was agreed that many of these issues can be resolved locally, particularly when partners understand the benefits of working more closely together.

Item 3: Next Steps

- 3.1** Baroness Hanham reiterated the need for fast progress on these issues and for findings from the Group to be circulated as soon as they are ready.
- 3.2** A series of headline actions were agreed. Annex A details these including allocating action leads and support contacts within Whitehall to help facilitate progress.
- 3.3** In addition, each workstrand lead is asked to submit a short progress update paper to Linda Bullivant (linda.bullivant@communities.gsi.gov.uk - 0303 444 3524). This should arrive no later than 28 June to allow the papers to be circulated to the Group in advance of the next meeting.

Next meeting date: 12-2pm Monday, 4 July - Eland House

ACTIONS LOG

WORKSTRAND	LEAD	ACTION AGREED	TIMING
Data Sharing	Liz Hume <i>Support: Emily Arch, DCLG</i>	Product 1: To develop a definitive and practical 'how to' data sharing guide to discuss and agree with the Information Commissioner.	Circulate guide w/c 27 June
	Clr Colin Barrow and Mike More <i>Support: Emily Arch, DCLG</i>	Product 2: To develop and circulate a case study on Westminster's data sharing experiences in relation to child protection.	Circulate w/c 27 June
	Liz Hume <i>Support: Emily Arch, DCLG and Nicola Doyle, DfE</i>	To liaise with the other Information Sharing DfE exemplar areas to develop and agree interlinkages and parameters of work.	Before 4 July

WORKSTRAND	LEAD	ACTION AGREED	TIMING
<p align="center">Simplified Assessment</p>	<p>Dave Hill</p> <p><i>Support: Paul Philpott, DCLG and Nicola Doyle, DfE</i></p>	<p>Product 3: To work through the Munro review findings and develop a simplified assessment framework (high level principles, proformas, tools and supporting guidance) for use with families where there are child protection issues.</p>	<p>Circulate w/c 27 June</p>
	<p>Dave Hill</p> <p><i>Support: Paul Philpott, DCLG and Nicola Doyle, DfE</i></p>	<p>Product 4: To develop a simplified assessment framework (high level principles, proformas, tools and supporting guidance) for use with families on the cusp of coming within child protection procedures, so as to prevent their cases escalating.</p>	<p>Circulate w/c 27 June</p>

WORKSTRAND	LEAD	ACTION AGREED	TIMING
Innovative Finance	Emily Arch, DCLG & James Binks, HMT	Product 5: To develop a simpler method to support local pooling	Circulate w/c 27 June
	Jason Lowther <i>Support: Ashley Pottier, DCLG</i>	Product 6: To draft an issues paper on virtual pooling	Circulate w/c 27 June
		Product 7: To specify evaluation and evidence 'foundation'	By October
		Product 8: Develop business case / cost-benefit tools (exemplar project)	By October
	Product 9: Develop benefits realisation method (exemplar project)	By October	
Jason Lowther <i>Support: Patrick White, CO</i>	Product 10: Design and tender Social Impact Bond working alongside Cabinet Office and other Community Budget SIB areas.	By December	
Governance & Leadership	Cllr Bluh <i>Support: Ashley Pottier, DCLG</i>	Product 11: To prepare a revised Governance and Leadership paper reflecting the Group's discussion.	Circulate w/c 27 June
	Cllr Bluh and Mike More <i>Support: Ashley Pottier, DCLG</i>	Product 12: To develop a case study to draw together a narrative, drawing together the workstrand themes and key messages.	Circulate w/c 27 June