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| <b>Title:</b>  | Strategic Finance Session – Friday 26 <sup>th</sup> October   |
| <b>Author(s):</b>  | Simon Newell, Head of Partnerships & External Relations, Brighton & Hove Strategic Partnership  |
| <b>Purpose/Key Messages:</b>                             | To provide feedback from the recent session and seek agreement on next steps from the partnership   |
| <b>Significance to BHSP and Delivering SCS outcomes:</b> | The session focussed on the medium term financial outlook and its impact on the delivery of public services in Brighton and Hove- this is a key responsibility for BHSP |
| <b>What is BHSP being asked to do?</b>                   | Agree next steps  |
| <b>Next steps and report back mechanism:</b>             | If recommendations are agreed further work will be undertaken and reported back to BHSP   |

## **1. Background**

The Partnerships & External Relations Team were asked to arrange a strategic finance meeting on behalf of Brighton and Hove Strategic Partnership to look at the impact of the financial situation on the delivery of public services and the achievement of BHSP priorities. This meeting was held on 26<sup>th</sup> October

## **2. Structure and Content of session**

See Appendix 1

## **3. Findings**

Each group was asked to feedback and a summary of the points is provided below

### **3.1 General**

- The session wasn't designed to come up with solutions to specific problems, but to raise awareness of the issues facing public service organisations over the coming years

- The feedback that we have received indicates that the session was useful in increasing the understanding of all partners of the financial challenges faced by public sector organisations across the city
- BHSP has an important role as the facilitator of discussions in this area, working to develop consensus around the challenges and how they may be faced
- The range of issues that were discussed included the need to ensure that decisions taken at senior levels in the partnership are implemented at thematic partnership and organisational levels, and the need for strong city leadership.
- Some of the issues discussed within the themed groups were well understood, but the session did increase the understanding and knowledge of many participants.

### 3.2 Social Care

- There are opportunities to develop Micro Social Care Enterprises, to respond to the users and Personal Budgets
- Increased investment in Telecare/Assistive Technology as an alternative to expensive people based care
- Making better use of housing options as an alternative to residential/nursing home care
- Utilizing Council and Community Resources as alternatives to building based services e.g. Libraries, Sports and Leisure Centres
- Keeping people fit and healthy longer to reduce the demand on social care
- Do the public know that most of the Council's budget is spend on social care?, Acknowledged need for awareness raising

### 3.3 Education

- Often a skills mismatch for jobs in the city. Many unskilled jobs are going to those that are perhaps over-qualified for them
- It is necessary to get the key messages about successful approaches and methodology out to stakeholders and decision makers. BHSP can be utilised here to help develop city wide consensus.

### 3.4 Community Safety

- Community Safety issues cut across all sectors and LA Directorates
- Partnership work is strong and delivers efficiency and vfm avoiding duplication and covering gaps e.g. Joint Community Safety Delivery Unit; Integrated Offender Management; Safer and Stronger Families; Criminal Justice Mental Health Liaison and Diversion Service.

- There is a willingness to look at shared space and staff to ensure a good quality of service delivery
- There are good relationships /joint working with cvs - IOM/Inspire/Reducing Reoffending/DV/Substance Misuse
- Examples where we might be more efficient include evening activity to manage alcohol in a public place. Although the business community and Police are already involved and this would seem to be having the desired impact.

### 3.5 Health

Barriers to partnership working:

- Organisations want to hold on to budgets and services - not wanting to integrate or pool budgets
- Without a programme budgeting approach how can we move resourcing along a pathway i.e. to ensure prevention
- Lack of clarity about where we want to get to - long term strategic vision
- Complexity of issues
- Too many strategies - disconnect between strategies and reality on the ground
- Lack of power to change contracting and payment models

Identifying/understanding the issues

- Have we identified priority areas for partnership working? - those that would deliver the greatest impact - 'areas of multiple benefit'
- Is the process for understanding need sufficient - JSNA structure and process
- Long term issues which may require investment now and not see immediate benefits - how does this fit in the current economic climate?

### 3.6 Housing

Challenges:

- Demographic - population growth in City
- Tenure profile in City, including small social housing stock
- Housing Demand- numbers on Housing Register
- Housing Affordability - including impact on Council's ability to lease accommodation
- Rising homelessness
- Inequality, tackling areas of high and multiple deprivation
- Requirements of High levels of housing support for vulnerable households
- People living longer with more complex needs inc. priority for delivering more extra care and adapted housing

- Welfare Reform
- Changes to funding of affordable housing and reduction of Govt capital investment in new homes and private sector housing renewal.

## Opportunities

- Partnership and sub-regional working
- Over 500 new affordable homes currently funded and in development with over 400 currently on site in City
- Interest of institutional investors in housing where secure long term covenants on revenue
- Freedoms & flexibilities around use of Council housing budget (HRA)
- City Plan - identified development sites
- Housing estates regeneration
- Housing as driver for economic and employment growth

## 4. Next Steps

- 4.1 The recently implemented accountability framework requires partnerships to demonstrate a clear understanding of their areas of work, including strengths and weaknesses, opportunities and challenges. Improvement plans deriving from this work can lead to more effective use of limited resources. This needs to be implemented across different areas of public service delivery
- 4.2 Partnerships have been asked to request high level financial information relating to partnership priorities – if this is done effectively, it will provide a useful platform for well informed service planning in these areas.
- 4.3 Though there is an acknowledgement that structures in themselves do not provide solutions, a re- examination of the effectiveness of the PSB in carrying out its role may be useful
- 4.4 Further joint financial planning sessions for CEOs and Finance directors of major public service delivery organisations to be arranged and delivered by Partnerships and external Team
- 4.5 Stronger and more proactive communication of key messages to stakeholders, partners and other interested parties concerning financial situation and response from public service providers