

Highland Community Planning Partnership

Board 12.12.13

Agenda Item	5
Report No	

Joint Resourcing Information Requested for the National Community Planning Group

Report by Head of Policy and Performance, Highland Council

1. Background

1.1 In early November 2013, the Head of Community Planning in the Scottish Government wrote to all CPPs requesting a short up-date for later that month on the actions being taken to implement the Agreement on Joint Working on Community Planning and Resourcing. The [Agreement](#) accompanied the Scottish Government's [spending plans](#) published in September 2013 and it was included in the CPP Board papers that month.

1.2 The Agreement refers to:

- sharing resource planning and resource planning assumptions;
- shifts in financial budgets (including committed budgets such as schools and hospitals);
- the deployment of wider resources such as staff, buildings and other assets in support of the delivery of the SOA;
- the provision of resources to and by third sector organisations; and
- CPP engagement in each partner's formal budget making and accountability arrangements.

1.3 CPP progress in implementing the Agreement was requested for the National Community Planning Group meeting on 11th December 2013. The Chair of the National Community Planning Group, Pat Watters, has written to the Group that he expects each sector and CPP to progress:

‘...joint resourcing in a consistent manner which leads to real change in the way in which the public sector engages with community planning around the issues of budget setting.’

He seeks this information with a view to demonstrating that:

‘...change is actually happening and that the whole of the public sector is moving forward on this matter.’

1.4 Further clarity was requested later in November, using the questions posed to the National Group by the Chair of the Accounts Commission, namely:

1. What reports have been brought to the CPP Board on the totality of local assets (pounds, people and property)?
2. Which of those are fixed and which can be ‘bent’ towards partnership working?
3. What reports are being considered by individual partner agencies on local community planning priorities when setting their own budgets?
4. How are partnership approaches to mapping and managing assets

developing?

5. What evidence is there of a proper resource plan to underpin the new SOA?
6. How is the local understanding of preventative spending developing?
7. How is the role of communities as a resource being approached?
8. How is all of this being monitored?

1.5 Within the new CPP structure for Highland we have agreed:

- The thematic groups need ‘an understanding of the total public resources available for the theme and a willingness to use that collectively (align and/or integrate resources) to meet the agreed outcomes of the joint plan.’ (Chapter 11, para 11.8 in the SOA).
- The Chief Officers Group has a role in ‘Supporting the thematic groups by removing any barriers to reform that arise from current partnership arrangements, resources and behaviours.’
- The Board has a role in providing political leadership and expertise to drive and enable public service reform.

2. The submission from Highland.

2.1 The submission made by 28th November is **appended** and was based on the information provided in the SOA, the discussion on this matter with the Quality Assurance Panel and a discussion with the Chief Offices Group on 26th November.

2.2 At the recent COHI meeting it was agreed that the Spring 2014 meeting would include a series of short case study presentations, area by area, covering:

- The response to joint resourcing; and
- Innovative examples in the preventative arena.

Presentations can be prepared building on the submission attached.

3. Recommendation

3.1 Board members are asked to consider the submission and to note that further work on joint resourcing will be taken forward through the thematic groups and that this will be supported through the new CPP structure.

3.2 Board members are asked if they want to identify who should present the case studies at the COHI meeting and the scope to be covered.

The actions being taken to implement the Agreement on Joint Working on Community Planning and Resourcing: Up-date from the Highland CPP

Prior to the current SOA, the Highland CPP Board has considered joint resourcing in terms of:

- Highland Council budget consultations (in 2009 and 2012);
- Highland Public Sector Property Group (annual report) and the NHH Capital Plan for 2013/14; and
- The business plan for the Highland Third Sector Interface.

Out with the CPP Board other partnership forums included discussion on joint, shared and integrated resources and the partnership achievements from these discussions are included below. Although not part of the formal CPP Board process, and because of the limitations on Board governance of resources, these achievements are seen as community planning achievements because they are about partnership working and engagement with communities.

In the new Highland SOA information is included on the totality of public funding quantified to date for each of the 6 national policy priorities and in the partnership prevention plan. The SOA also includes a chapter on the review of structures and joint working arrangements in the CPP and that includes a role for the new policy theme groups to develop 'an understanding of the total public resources available for the theme and a willingness to use that collectively (align and/or integrate resources) to meet the agreed outcomes of the joint plan.' (p.170). It also details the role of the Chief Officers Group in removing barriers to reform (including those arising from current partnership arrangements, resources and behaviours) and a role for the CPP Board in providing political leadership and expertise to drive and enable public service reform. This briefing note shows that while there are achievements in joint resourcing to date, there is still much to do to fulfil the Statement of Ambition, and that the new CPP structure and SOA will enable this to happen.

Achievements to date

Integrated resources

The integration of health and social care in Highland uses the single lead agency model. Integration was implemented in April 2012, but considerable time prior to that, and with Government support, was needed to identify and quantify the total resources for integration to enable resources to shift between the Council and NHS Highland and be managed through a Partnership Agreement. Resources relate to budgets, staff and assets.

For children the total resource is up to £50m per annum which includes £7.5m for universal health services for children, £3.5m for family support and child care and £8m for early years education. It is supplemented by £2m over 2 years by new preventative funding. It involved 209 NHH staff moving to Council employment.

For older people the total annual resource is approximately £204m per annum. It is supplemented by an additional £2m over 2 years in new preventative spend. It involved over 1500 Council staff moving to employment in NHH.

Pooled budgets

Examples of pooled budgets include for drug and alcohol services (£6.76m per annum from Government, NHS and Council funding), Violence Against Women (£1.44m per annum from Government, Council, NHS and Police Scotland) and Anti-social Behaviour (£325k per annum+).

Partner contributions for projects

No comprehensive mapping of all partner funding for projects has been undertaken, but they are expected to be considerable and cover a range of policy areas.

For European Regional Programmes (ESF, ERDF and LEADER) we know that £145m of European investment was awarded in the 2007-13 programme to the Highland area with a share of £41m for Highlands and Islands projects. With EU funding providing between 20-60% intervention rates (and up to 90% for LEADER), the total resource from partners could mean over £300m of total resources over the programme period. This helped to create and safeguard 1160 jobs; create 70 new companies; support 1400 small and medium sized enterprises; support 250 social enterprises; create 1500 sq.m of new business space; and funds nine research and development facilities.

Co-location and shared buildings

Co-location examples in the partnership include police counter services and council service points on six sites, out of hours services (including one partner providing the service for another) and shared buildings (e.g. fire station and primary school).

Third sector resourcing

No mapping of resources to or by the third sector has been done; although this is expected to be considerable and supported by EU programmes, the Council (e.g. contracts and discretionary grants), NHS (contracts and Change Fund) and SNH (environmental projects). A new Council fund, the Community Challenge Fund seeks to encourage third sector groups to take over the running of council services where this means they would be provided to a higher standard or at a lower cost. Support for community capacity building to enable this shift in resource and empowerment is required.

Work currently underway

The CPP has a Partnership Property Group which aims to collaborate on asset management. A new project could involve co-location of a fire station with the new Primary School in Portree.

The Council has submitted a proposal to the SFRS Board to support co-located control rooms for police, fire and council services in Inverness with scope to extend this further with other partners.

With CPP partners new models for directing and managing European regional funding for 2014-20 are under development. This will be part of the new CPP structure.

The CPP is exploring how to enable joint and asset-based approaches to community development by mapping partnership activity and employing local coordinators to understand and develop community assets better. This is being tested in four urban areas and four rural areas with a view to shifting resources across partners and in support of communities' priorities.

It is difficult to quantify the total resource for some policy areas mainly because they are built into mainstream services, e.g. for reducing health inequalities and for supporting physical activity. Some specific partnership resourced activities can be identified e.g. home fire safety visits, Keep Well, and preventative spending to tackle deprivation but this is not comprehensive.

Future work planned

Total partnership resources are still to be quantified for three policy areas in the SOA: economic growth and recovery (currently seen as HIE and Highland Council resources); employability; and environment. This will be done through the new community planning structure in Highland and specifically by the partnership groups for these policy areas.

Other areas to be developed further include:

- Sharing early proposals for withdrawing or changing local services to be aware of cumulative impacts in local communities and how negative impacts might be mitigated by considering co-location or supporting community owned/managed service delivery.
- How budget setting in partnership can be enabled.
- Developing new models of funding services with partner collaboration, drawing on experience elsewhere and maximising other funding sources such as EU funding and community benefit from renewable energy developments.

Support from the Scottish Government / National Community Planning Group

In dialogue with the SAO Quality Assurance Panel, the Highland CPP identified the benefit of Government support to quantify total resources when the integration of health and social care was under development. Through the SOA panel, the request for further support in this area was made and is outstanding.

The CPP recognises that the need to make budget savings can support the move to more collaboration on joint resourcing and sharing budget planning; but it recognises too that where significant savings are required in a short timescale by one organisation that this can be an impediment to collaboration which usually requires more time. This can be hindered further where those savings are driven in national organisations, providing less opportunity for regional partners to have an influence on joint resourcing locally. A view from the national community planning group on how these tensions may be managed better would be helpful.