

SCOTTISH SPENDING REVIEW QUESTIONNAIRE

Angus Community Planning Partnership welcomes the opportunity to consider preventative spending in the context of informing the spending review. Our response to the questionnaire is detailed below.

1 To what extent has preventative spending been embedded within the CPP's work so that it focuses on trying to prevent social problems arising rather than on dealing with their consequences?

The Angus Community Planning Partnership has led and developed a range of preventative work strategies over the years. However, these have not necessarily been 'badged' as preventative spending approaches 'per se' and many have been termed an approach to early intervention.

Indeed, the Angus Community Planning Partnership, through its Alcohol and Drugs Partnership, developed a Focus on Alcohol Project which has been running for a number of years and takes a collective approach to addressing attitudes and behaviour of the whole population in relation to alcohol misuse. This has resulted in many elements of the approach being focussed on prevention, for example, the introduction of the Best Bar None Scheme, and polycarbonate glasses within nightclubs in Angus, along with the development of Friday Nite Projects in both Arbroath and Kirriemuir for young people, and the development of media literature in schools.

Similarly, our work in focussing on community safety, through our community safety partnership, has developed a number of preventative approaches that are beginning to have an impact on communities. Examples of these would include the doorstopper initiative, street football, safe as houses initiative, home fire safety visits.

In relation to health improvement many preventative approaches have been pursued to date. Unfortunately, there has been little evidence of fundamental change in relation to smoking, breast feeding, teenage pregnancies and STI's.

As a partnership we believe that there are wider opportunities that can be explored which consider the whole budget available to public sector organisations within the Angus area with a view to determining the element of that spend which can be focussed on prevention and bring about a shift in our spend over time.

2 Can you provide specific examples of where the CPP has been effective in developing a preventative approach on a) a collaborative basis and b) an individual agency basis?

As alluded to above, there are many specific examples of when the CPP, both on a collaborative basis and an individual agency basis, has progressed a preventative spending approach. Further examples of this preventative approach can be seen in the work we are progressing through:

- the change fund focussed on long term conditions management to prevent admission to hospital and the enablement approach to help people remain within their own home.

- the Link Up Initiative in Montrose which focuses on children affected by potential substance misuse and aims to identify and support children at an early stage with a focus on 'Getting it Right'.
- recently awarded 'Just Play' monies. This parent support initiative, and the Family Nurse Partnership project, will enhance support provided to vulnerable parents particularly in the early years of their child's life.

Within the learning and employability arena there are many examples of projects with a preventative spend focus such as:

- 16+ learning choices.
- the Praxis Life Skills Centre run by Volunteer Centre Angus which focuses on the development of life skills for individuals.
- the education and learning provided by Angus College and other providers, especially the work of the College's Skillzone Team.

All of the above have a focus on getting people into education, employment and training which is fundamentally important in terms of preventing other social problems arising.

Our work in youth justice and environmental approaches to cleaning up after vandalism helps to create a positive environment where preventative work is supported.

With respect to health improvement, we are now exploring new possibilities with individual communities to focus on preventative spend within a specific geography to help overcome challenges to improving health within communities.

Five specific case studies are attached providing further detail.

3 What baseline evidence is used to measure how preventative outcomes are being achieved?

Broadly speaking, the Single Outcome Agreement provides the baseline evidence to measure how intended outcomes are being achieved. This quantitative evidence is supported by a number of qualitative surveys which provide additional evidence about shifts in behaviour and attitudes.

As a partnership, we recognise that the Single Outcome Agreement process has developed over the years. It is our intention to continue to develop more evidence based intelligence in respect of our new Community Plan and Single Outcome Agreement. We will seek to measure the impact of delivering our outcomes through the use of a strategic assessment model by each of our thematic partnerships.

There are specific areas of work that are being supported through the Change Fund in adult care. Evidence is now available to address impact, for example, in long term conditions management. The partnership views the Change Fund as a positive step towards shifting core services towards preventative approaches, for example, in our approach to enablement.

Through our data sharing, information and referral group, we are also looking to improve the analysis of data and have developed GIS for community safety partnership activity to help inform strategic decisions, as well as the tactical deployment of resources.

4 What are the main barriers for the CPP to overcome in developing more effective collaborative working and moving towards a more preventative approach to public spending?

We recognise that cultural shifts are required towards preventative approaches, however, we are also sure that we need to continue to focus on the provision of core services, although as a partnership we are open to change how these core services are provided. There is, we believe, a balance to be struck in relation to reactive and preventative spend. Linking our spend to outcomes and understanding our costs are key areas where partners would like to focus attention over the coming years.

There are a number of national decisions that require to be taken that will impact on our progress towards achieving outcomes, not least the spending review itself. National decisions post Christie, local elections early in 2012, inevitable reductions in public spending generally and the impact of these on the delivery of core services, will all ultimately impact on developing more effective collaborative working. However, the Angus Community Planning Partnership believes that there is a need to look broadly at the resources available through all our public sector organisations. Our work in engaging communities through building community capacity and resilience will therefore become more fundamental in a reducing resource environment.

Our work in collaboration with partners in Tayside to develop an Integrated Resource Framework (IRF) for health and social care has begun to link outcomes and spending in a more cohesive way. Following an individual's journey through the health and social care system is already improving the way core services are delivered. It is important to consider relationships between CPP's at a Tayside level in this regard to ensure that shifts in resources, and indeed the balance of care from hospital to community settings, can be supported. We recognise, however, that we need to do more.

We would wish to be as flexible as possible in our approach to the effective deployment of available resources.

5 In oral evidence to the committee, COSLA stated that: 'we want budgets to be thought of more as being part of the public purse than as belonging to the council or NHS' To what extent are CPP partners able to pool their budgets, or even reallocate budgets to other agencies, and make joint spending decisions through initiatives such as the Integrated Resource Framework?

The Angus Community Planning Partnership believes that pooling budgets is an important and necessary progression of our partnership work. We have agreed to pool budgets focussed on young people. There have however been a number of difficulties in taking this work forward, not least in respect of agreeing definitions about what constitutes work with young people, that is, 'what's in and what's out'. Our approach to pooled funding will take time to develop in the current climate. Aligning organisational priorities to the outcome approach should result in spending shifts over time.

There is still evidence of significant ringfencing of resources in health, at a time when ringfencing has been reduced substantially to councils. Whilst the reduction in ringfencing is in principle seen to be

helpful, we recognise that often a change in approach is prompted by additional funding. The practice of ringfencing resources related to regeneration resulted in preventative approaches being taken. However, it is our experience of partnership, with only small allocation of regeneration funding, that it has been more important for us to consider our core resources rather than a small funding pot.

We would also wish to note that the change process is not only about budget management, but also about securing improvement through the achievement of agreed outcomes. We are clear in our Community Plan and Single Outcome Agreement how we want to make shifts towards a preventative approach. These shifts do not necessarily come with major resource commitments, but through a phased focus on achieving better outcomes for individuals, families and communities.

6 Are new financial and governance arrangements needed to strengthen this process?

The Angus Community Planning Partnership believes that there is a need for new financial and governance arrangements to strengthen the process of collaborative working, based on transparency and trust. Pooling budgets is important in this regard as we currently use significant resources in dealing with processes around integrating resources.

We believe that it is important to build on the existing partnership arrangements within the local authority area, the identification of change funding is helpful in terms of enabling our 'spend to save' approach to be undertaken over a longer period. However, we do not believe that the establishment of a new partnership organisation is the answer. We need to continue to develop our partnership approaches to reduce, rather than create more bureaucracy, as well as engaging the full range of partners' services, not just selective preventative elements. In other words, we will seek more and better integration and collaboration as we develop our shared outcomes approach. In doing so, it will be essential for all partners to ensure that their own individual strategic and operational plans reflect agreed outcomes and support potential areas of preventative spend.

7 What long term planning is carried out by CPPs to fully deliver on preventative spending strategies and how do they plan for this within more short term budget periods?

The Angus Community Planning Partnership has a Resources Group (made up of senior finance officers across partner organisations) charged with considering the development of preventative spending strategies, alongside shifting spend in relation to the delivery of outcomes. While this group has been effective in supporting year on year delivery proposals by our thematic partnerships, longer term issues have been more difficult to address.

There are, however, examples of good working relationships, for example, sharing accommodation and data sharing. These can be highlighted as providing more longer term opportunities to help deliver preventative spending strategies. However, the maturity of the partnership is key in moving towards a more preventative approach to spending.

We have also considered workforce development and the need for new care roles to make the most of our collective workforce capacity. This is vitally important in terms of demographic change and both higher and further education will be critical to supporting necessary changes in our workforce.

The IRF model is a particularly useful model, however, fundamental decisions require to be taken around a locally based health and social care agency in order to best deliver preventative spend and better outcomes over the longer term.

8 The Scottish Government's response to the Committee's preventative spending report stated: 'The Spending Review that will follow the Scottish elections in May will provide another opportunity for the Scottish Government to support delivery agencies in their efforts to increase the proportion of their budget dedicated to preventative activity.' What support would CPPs welcome?

The Angus Community Planning Partnership believes that now is the time for transformational change across public services. To effect such change, there is a need to dedicate change funds not only within adult care provision but also in other areas of work, for example, in services for children and young people, with a particular focus on work in the early years. In addition, greater emphasis on building community capacity would support a programme of change in local areas. We are only beginning to understand the impact of our preventative activity and specific change funds could help us to secure and demonstrate change in spend profiles over time.

We would like to share in the learning from improvements and cultural change in other partnerships so as to improve the evidence base, the impact analysis and evaluation of our change programmes. The shift from service delivery to an outcomes approach is a key ambition and needs to be planned over at least a five year financial period if we are to succeed in harnessing the necessary resources to progress real change within an extremely challenging financial climate.

It will be important for the Scottish Government to review its focus on purely input targets that they wish to achieve through local government and through the wider public sector that are resource intensive, for example in relation to class sizes.

We recognise the importance, but also the complexity of, delivering an outcomes approach, much of which is focussed on prevention. However, its benefits are not necessarily tangible and it is sometimes difficult to evidence the exact impact of our work. We are continually striving to improve the evidence base. We would welcome the continued support and commitment of government to an outcomes approach which we believe, over time, through our collective efforts, will have the best impact on our people and our communities.

ANGUS COMMUNITY PLANNING PARTNERSHIP

PREVENTATIVE SPENDING – CASE STUDIES

Name of Case Study: Polypharmacy
Brief outline of case study: Polypharmacy is the concurrent use of multiple medications by a single patient. This area of investment focuses on a roll out of polypharmacy reviews across each locality in Angus. The funding has been identified from the change fund and will be used to backfill GP and administration time to enable a programme of medication reviews to be undertaken. This will build on an existing test of change undertaken in Angus.
Contribution to SOA Outcomes: NO 6 - We live longer, healthier lives NO 15 - Our public services are high quality, continually improving, efficient and responsive to local people's needs
Description of activity: A programme of medicine reviews will be undertaken with a view to reducing the number of unnecessary repeat prescriptions. The programme will monitor: <ul style="list-style-type: none">- the number of patients seen within each locality by medicine for the elderly assessment service;- the total number of medications stopped within the polypharmacy clinic; and- the cost savings as a result of the polypharmacy clinic.
Impact: Following the test of change it was identified that: <ul style="list-style-type: none">- 17.1% of over 75s were on 12 or more repeat prescriptions;- there was an average of 2.4 medications reduction in patients reviewed; and- a total of 181 medications were stopped in the 77 patients reviewed. Based on cost savings from test of change it is estimated that in 2011/12 an overall saving of £5.9k will be achieved with a recurring prescribing saving of approximately £40k from 2012/13.
Good Practice: The test of change showed that there were high levels of patient satisfaction with 90% of patients finding the review helpful and 79% of individuals having a better understanding of their medications. 27% of patients reported that they felt better as a result of the medication review. Larsen and Martin (1999) suggest that the likelihood of an adverse reaction to medication is correlated with the number of medications an individual takes. Furthermore, it is estimated that 20-25% of hospital admissions in the over 65s are related to medicines. Therefore in addition to the cost savings from reducing the number of unnecessary repeat prescriptions, there is likely to be additional cost savings in relation to community alarm call outs and hospital admissions.

ANGUS COMMUNITY PLANNING PARTNERSHIP

PREVENTATIVE SPENDING – CASE STUDIES

Name of Case Study: Healthy Happy Communities Project
Brief outline of case study: <p>NHS Tayside's Healthy Equity Strategy commits to improving health inequalities by understanding and improving community resilience. One of the key themes is to address inequalities in the early years.</p> <p>The Healthy Happy Communities Project (HHCP) model which relies on co-production between professionals and communities was developed by Unique Improvements, Liverpool. It has already been successfully used in P&K in the Falls Project and Angus with Focus on Alcohol.</p> <p>This model is now being used, along with social marketing techniques and an asset approach to increase community capacity, build social capital and equip communities with additional skills and knowledge in relation to nutrition in the early years. This is supported through CEL 36 funding.</p>
Contribution to SOA Outcomes: <p>NO 6 - We live longer, healthier lives NO 7 - We have tackled the significant inequalities in Scottish society NO 11 - We have strong, resilient and supportive communities where people take responsibility for their own actions</p>
Description of activity: <p>Areas of highest socio-economic disadvantage were targeted for the project in Angus. The HHCP Project Manager has worked with communities to support them to set up the following initiatives:</p> <p><i>Cooking Together</i> - a peer support programme for young parents and children to learn how to cook together. Cooking Sessions are being delivered to women of child-bearing age in Arbroath, Brechin and Kirriemuir and six peer supporters attend Angus College accommodation on a weekly basis. Referrals are taken from Health Visitors and Family Support Centres.</p> <p><i>Healthy Start Café</i> - a peer support group in Forfar which looks at a wide range of nutritional issues including breastfeeding.</p> <p><i>Community Allotment Project</i> – community allotments in Arbroath to develop knowledge of health and nutrition particularly for young families and women of childbearing age.</p>
Impact: <p>The project is anticipated to:</p> <ul style="list-style-type: none">- improve the nutrition of women of child-bearing age, pregnant women and children under the age of five in the most disadvantaged areas;- improve the nutrition of other families and young people in the most disadvantaged areas;- increase the uptake of Healthy Start;- increase the number of women still breastfeeding at 6-8 weeks; and- train workers, volunteers and community members who are involved in the care of under 5s, on good nutritional health.
Good Practice: <p>As of March 2011, the allotment project has recruited 12 community volunteers with an additional 10 young people and 80 children and parents actively involved. 10 volunteers have received training to deliver nutritional training to individuals and communities in Brechin and Arbroath. And the Healthy Start Café has recruited 1 volunteer and is attended by 18 mums and babies weekly.</p>

ANGUS COMMUNITY PLANNING PARTNERSHIP

PREVENTATIVE SPENDING – CASE STUDIES

Name of Case Study: Antisocial Behaviour – Partnership in Action
Brief outline of case study: <p>A significant antisocial behaviour problem was identified in a specific area of a town in Angus where a group of individuals were intimidating, harassing and threatening residents of non-British nationality, subjecting persons to racist abuse, housebreaking, stealing property, vandalising property and holding frequent excessively noisy parties where alcohol and illegal drugs were being abused.</p> <p>The area has a high number of voids, is low demand and takes up a disproportionate amount of the town's entire Housing repair budget. Antisocial behaviour is a significant problem, particularly vandalism and noise nuisance.</p> <p>Resources were deployed by Angus Council and Tayside Police to work with victims and the wider community to change attitudes and behaviour in order to make the area safe, secure and sustainable.</p>
Contribution to SOA Outcomes: <p>7 - We have tackled the significant inequalities in Scottish society 9 - We live our lives safe from crime, disorder and danger 11 - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p>
Resources and Activities: <p>Through collaborative working, the following actions were undertaken:</p> <ul style="list-style-type: none">• Dedicated foot patrols by Community Wardens and police Community Liaison Officers• Proactive work by the Anti-Social Behaviour Investigations Unit and housing staff• Deployment of overt public space CCTV• Provision of translation services• Provision of victim support services• Provision of a community flat• Establishment of a residents group
Impact: <p>The proactive deployment of resources on a multi-agency basis has resulted in a number of positive outcomes:</p> <ul style="list-style-type: none">• Increase in revenue for Angus Council - 30 previously unoccupied and void flats now tenanted with revenue of over £61,000 per year in rent• Reduction in tenancy turnover - 41.4% as on previous year• Reduction in unplanned maintenance costs - fewer vandalisms/house breakings• Reduction in staff costs - less hours spent on management of void tenancies, antisocial behaviour investigation and repairing damaged properties• Reduction in ASB Complaints - 83% compared to previous year• Reduction in vandalism - 54% comparative to previous year
Good Practice: <p>The approach taken was the first in Scotland which allowed people from ethnic minority backgrounds to record incidences of antisocial behaviour in their own language. This has been picked up as best practice by the national Antisocial Behaviour Officers Forum.</p> <p>The initiative also received a Safer Communities Award for Equalities and Diversity.</p>

ANGUS COMMUNITY PLANNING PARTNERSHIP

PREVENTATIVE SPENDING – CASE STUDIES

Name of Case Study: Youth Diversion – Friday Nite Project

Brief Outline of Case Study:

This partnership project aims to provide regular activity on a Friday night to provide positive alternatives for young people in their local area at a key time in the week when the consumption of alcohol takes place. A range of partner agencies contribute to the project, including Angus Council, Tayside Police, Tayside Fire & Rescue, Tayside Council on Alcohol (TCA), Volunteer Centre Angus (VCA), Focus on Alcohol and local community groups.

Young people attending the project are now becoming more involved with the development and delivery of some of the social and educational activities on offer. In Arbroath, the project attracts an average of 140 young people every Friday night and feedback indicates that young people are drinking less and incidents of anti-social behaviour in the local community has reduced.

The total cost of running a Friday Nite project is approximately £15,000 per year (including hire of facilities and staff costs). Savings in terms of a reduction in youth offending could be substantial based on research by the Princes Trust who estimated the cost of one youth crime being over £5,000.

Contribution to SOA Outcomes:

4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens

9 - We live our lives safe from crime, disorder and danger

11 - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Resources and Activities:

- Use of leisure facilities and leisure centre staff
- Open youth work provision by Community Learning and Development staff
- Dedicated time provided by Police Community Liaison Officers and Fire & Rescue Officers
- 1 to 1 and group work sessions provided by staff from TCA
- Recruitment, support and training of young volunteers provided by VCA
- Inputs from local businesses and other voluntary organisations to enhance the range of activities on offer
- Information packs and social media provided

Impact:

The project has made a significant contribution to improving outcomes for young people and the local community. Specific improvements in relation to the Arbroath Friday Nite Project include:

- Changing behaviours and attitudes of young people – less under-age drinking
- Overall reduction in Youth Causing Annoyance complaints in the local area - 43% over the past 2 years
- Reduction in Youth Causing Annoyance complaints on a Friday night in the local area - 51% over the past 2 years
- Reduction in incidents of Vandalism in the local area - 31% over the past 2 years
- Increased awareness of the effects of misusing alcohol and drugs
- Increased awareness of personal and home safety (including fire safety)

Good Practice:

Other towns in Angus have developed similar Friday Nite projects based on the success of Arbroath project. At a national level, it is recognised that the contribution made by young people, local communities and partner agencies has been vital in achieving change.

ANGUS COMMUNITY PLANNING PARTNERSHIP

PREVENTATIVE SPENDING – CASE STUDIES

Name of Case Study: Just Play – Getting it Right for Early Years
Brief Outline of Case Study: <p>'Just Play' – Getting It Right for our very youngest children in Angus is a 3 year pilot partnership project, led jointly by Tayside Police and Angus Council, focussed on play activity for 0-3 year olds and their families who live in deprived or vulnerable situations. The project has been developed in the context of the Early Years Framework and Getting It Right (GIR) agendas, with a particular emphasis on prevention and early intervention. The project has £350,000 funding from Cashback for Communities grant.</p> <p>A focussed investment in purposeful play activities in the early years will ultimately reduce costs associated with young people, who grow up in very difficult and chaotic circumstances, going on to participate in negative lifestyles, affected by crime and alcohol and drugs misuse.</p>
Contribution to SOA Outcomes: <p>4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens 5 - Our children have the best start in life and are ready to succeed 7 - We have tackled the significant inequalities in Scottish society 9 - We live our lives safe from crime, disorder and danger 11 - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p>
Resources and Activities: <p>The project will deliver services to support families through:</p> <ul style="list-style-type: none">• Dedicated staff to coordinate and manage the project• Dedicated staff to provide training and workforce development across statutory agencies and the third sector• Dedicated practitioners to work with families and young children• Monitor and evaluate outcomes at an individual and whole population level to assess impact• Share and promote good practice across Scotland
Impact: <p>The key aims of the project are to:</p> <ul style="list-style-type: none">• increase children's and parents' social skills, confidence and self-esteem through a range of opportunities which build on the principles of play and early intervention• reduce the risk-taking behaviour of young people born into areas of deprivation or vulnerability, thus reducing later instances of offending, drug and alcohol misuse and other risk-taking activity• provide continuing professional development opportunities, focused on play, for members of the early years and childcare workforce across Angus, thereby building capacity among existing staff and agencies• raise awareness of the benefits of play, especially when used as a tool to improve outcomes for young children• raise the aspirations and confidence levels of children and parents• work collaboratively with services and agencies to ensure a coherent approach to securing positive outcomes for children and families
Good Practice: <p>Monitoring reports will be provided on a regular basis to national CashBack for Communities Delivery Team. In addition good practice will be shared via the Cashback Academy.</p>