Finance Committee

Prevention

Submission from South Lanarkshire Community Planning Partnership

(1) **Why has the progress of reform proposed by the Christie Commission been so slow?**

In fact, over the past few years there has been a continued movement of service delivery towards Prevention across the public sector and between partners. Expectations have to be realistic and acknowledge that this is not a short term fix; it is a long term priority which must be supported.

The scale of change required is challenging during a time of austerity where partners are making difficult funding decisions while ensuring that statutory service delivery is not negatively impacted upon.

The South Lanarkshire focus on Prevention is a current and long term goal for Partners and the introduction of an annual Partnership Improvement Plan (PIP) provides the Partnership with the opportunity to consider the breadth and scale of work across all Single Outcome Agreement (SOA) priorities and the ambition to deliver services to the right people at the right time by supporting effective partnership working. The Partnership notes that changing tactics and approaches can be challenging at a time when efficiencies must be sought, but recognises that getting Prevention right could lead to improvements in how services are delivered.

Scotland wide Partnerships are working with Prevention approaches which will lead to real change over the coming years and this preparatory work will provide a sound basis and a positive opportunity to learn and utilise good practice in the future. It should be acknowledged that the large scale changes introduced over the past few years, e.g. Health and Social Care Integration, Police, Fire and Rescue service reform; and Community Justice Authority restructure provide the building blocks for large scale preventative approaches, but the results will not be evident in the short term.

(2) **What are the main barriers to change and how do we address them in order to accelerate the rate of progress?**

Barriers to change are complex and as diverse as the public sector. Barriers include social, educational and cultural concerns and preventative spend does not provide or show quick results. Therefore, there has to be a focus on the long term delivery of positive outcomes using regular and proactive research and strategic needs analysis to establish the ongoing impact of change and continued communication

The Partnership would suggest the following are national barriers to change and propose opportunities for change.

Barrier	Opportunity for Change
Lack of acknowledgment/ understanding at a national level that change is taking place at locality level	Acknowledgement that change is taking place at both national and locality levels; this recognition will endorse, at Scotland wide and Partnership level, the ongoing and current commitment to the Prevention agenda.
Unrealistic expectations about scale of change within short timescales - positive outcomes from Prevention approaches are long term outcomes.	Maximise the evidence and learning from the Health & Social Care Integration and Early Years Collaborative experience to inform the discussion of the pace of future large scale Prevention change agendas; and disseminate good practice approaches from this evidence.

(3)   How do we ensure that the necessary culture change and greater levels of integration takes place?

There is a strong commitment across South Lanarkshire Partners to make changes where and when required to maximise positive outcomes for our communities. Health and Social Care Integration provides partnerships across Scotland with an opportunity to learn from culture change in a large scale and complex service area. It is essential that the knowledge and experience of this approach continues to be considered and disseminated between Partners and agencies.

However, culture change and integration could generally be assisted Scotland wide through:-

- a better understanding of the fundamental causes of the issues being addressed – e.g. financial, environmental, health, individual experience etc; and
- provision of funding to support evidence collection and research on what works.

(4)   How do we create a culture of innovation?

A culture of innovation comes from strong leadership and thrives where there is a reduced fear of risk-taking, experimenting, being adaptable and highlighting and celebrating positive progress. There is also the need to consider innovation which has a positive impact as an ongoing investment rather than an ongoing expenditure.

Creating a national culture of innovation requires a clear understanding of identified needs and priorities Scotland wide and through the development of a clear responsive plan which considers innovation a key process across all areas of

government, public and third sector working. Connecting with Partners to develop that clear strategic plan is essential to generate ideas and processes for change and will set future change agendas.

A culture of innovation requires a free flow of information up, down, across and between national organisations and community planning partners. Sectors which encourage expansive thinking encourage action, with limited restraint, at local levels where communities, individuals and employees are included in the redesign of services, which is reinforced through the Community Empowerment (Scotland) Act 2015.

Information and data requires to be used to enhance performance and research is essential to assist in the development of ideas. Good ideas and innovative approaches need to be quickly identified and spread effectively.

However, at a national level there has to be a clear understanding that Partnerships require the flexibility to implement innovation and step changes which are appropriate to and can be adapted to meet local needs and environments at a pace which is appropriate to the locality.

(5) **What opportunities does digital technology provide in reforming the delivery of public services towards prevention?**

Digital technology provides a range of opportunities for Partnerships to raise awareness, and co-ordinate with stakeholders, partners and communities, and further develop communication approaches which meet local needs.

Technology helps people work smarter and cheaper – the public sector therefore needs to avoid underinvestment in IT and ensure technology is deployed to help workers maximise their time and is exploited in relation to interaction with customers.

When it comes to using digital technology to engage with service users, care must be taken to provide other methods of communication to reach those who might be digitally excluded. But engaging and collaborating through social media and other digital technologies, will be increasingly important to ensure that communities and individuals from all age groups and demographics have the ability and capacity to engage in service reform and prevention agenda discussions. Particular focus on raising awareness and engagement through social media and other technologies has to be reinforced and developed within neighbourhoods where there are low levels of participation and community empowerment and enablement.

A key advantage of maximising the use of social media over traditional media is the ability to easily engage in dialogue with a targeted audience, rather than just distributing or broadcasting generic information. It is a shift towards targeted and regular dialogue which will assist in building relationships within and with communities and to building an evidence bank of responses relating to questions on what is and is not working and what needs to change.

Digital technology provides Partners and service providers with the ability to positively engage with local communities on a regular basis, to evidence what is and isn't working.   However, infrastructures have to be in place, individuals and communities have to be aware of technology and there has to be clear communication routes and secure data collection methods.

(6)   How should community planning be developed to support service integration and the focus on prevention?

The Partnership recognises the need for Community Planning to evolve and develop continually to meet the needs of Partners and our communities. However ongoing support for development is always welcome and generally could be assisted Scotland wide through:-

- increased research and evidence to highlight the impact of prevention across a diverse range of issues including health, crime, poverty, social care etc;
- support for increased use of Strategic Needs Assessments;
- early introduction of guidance relating the Community Empowerment (Scotland) Act 2015;
- raising awareness and an understanding of what Community Planning is – across a wide range of organisations including government departments and communities;
- increasing awareness of what prevention actually means in different scenarios
  - o Primary, (reverse the trend before the issue takes hold, early stage intervention);
  - o Secondary, (with at risk groups, dealing with emerging issues);
  - o Tertiary, (intervening once a problem has taken hold); and
  - o Acute, (managing the impact of a negative situation). supporting an increased understanding of benefits of Participatory Budgeting;
- increased acceptance that making a significant step change requires the ability to take 'risks'; and
- promotion of Prevention as a commitment across all Community Planning themes as identified in the Single Outcome Agreement.

(7)   What lessons can we learn from other countries in delivering a preventative approach?

The Partnership considers that there are a range of research based organisations who will be better placed to provide specific and comparative details of learning from other countries.

(8)   What are the implications for the provision of public services if the decisive shift to prevention does not take place?

The public sector as a whole, including Community Planning partners, is adapting to meet the challenges ahead, and the expectation is that this process will continue. These challenges include the on-going pressure on budgets and the requirement for a decisive shift to prevention. It is anticipated that there will be a

change in emphasis from cost reduction to redesign in the years ahead, and that one trend will be the use of technology to make service delivery more productive, more cost effective and more customer-centred.

This redesign of service delivery is likely to include moves to eliminate duplication and overlap. Instead, "form must follow function". Reform must be a continuous process and not a one off project, and organisations need to foster a culture of innovation and dialogue with service users.

This should include the development of an understanding among service users of what can be done given resources available, and an understanding of the advantages of moving towards preventative action.

The public sector is already evolving in this way, and the Partnership acknowledges that continuing to work in the same way is not a long term option. If there is not a future shift towards prevention there will be a wide range of negative implications, including the loss of opportunity to change how services are delivered to be more responsive for consumers needs and to better use resources collectively.

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