1. A summary of current programmes that focus on delivering the shift to preventative spending and how the success of these programmes is being, or will be, measured.

North Ayrshire CPP has agreed three overarching themes for the partnership. These are reducing local inequalities of outcome, building community capacity and prevention and early intervention. Our three priorities are a Working North Ayrshire, a Healthier North Ayrshire and a Safe and Secure North Ayrshire. Programmes with a preventative focus are outlined below under each priority.

**A Working North Ayrshire**

Rocketscience consultants undertook a review of employability and skills provision by CPP partners in North Ayrshire. In response to this five workstreams have been developed. These are identifying business skills and recruitment needs; creating better links between schools and business; providing better performance and information management, providing better support for those furthest from the labour market including those unemployed for more than 36 months and those young people leaving care. An action plan is being developed which will detail services going forward and the relevant performance indicators to be measured.

North Ayrshire CPP have set ambitious targets to increase North Ayrshire's youth employment levels to above the national average by 2020. The aims of the Youth Employment Strategy are to equip young people with the skills and knowledge that they need to get them into work and start them on a promising career path. We also need to create more job opportunities. To ensure we achieve this, we have developed a number of initiatives to make young people 'work ready' and have aligned our plans with our Economic Development and Regeneration Strategy, which aims to increase the number of businesses and job opportunities locally.

Skills Development Scotland are currently consulting on a Skills Investment Plan and regional skills assessment. This is aligned to the economic regeneration of North Ayrshire and will focus on skills as a driver of economic growth, better align skills supply with demand from business, and support the CPP in its approach to tackling youth unemployment.

A range of performance indicators are being monitored to gauge success including employment levels, post school destinations, business start-ups and inward investment levels.

**A Healthier North Ayrshire**

The Intermediate Care and Enablement Service has proven successful in providing alternatives to hospitalisation. It is made up of health and social care staff from a range of disciplines, as well as private and voluntary agencies. They work in partnership to provide short-term support for people with conditions that can safely
be managed at home or in a community setting. They can offer an alternative to hospital admission and help with an early or supported discharge. The aim is to give patients the best possible chance for long term independence, choice and quality of life. This in turn helps to reduce the need for ongoing support from CP partner services and reduces the number of times someone may have to visit hospital.

The Community Ward model has also supported people at home by focusing on working with local GPs to help care for patients with complex needs to support them in their own homes and to reduce the risk of unplanned hospital care. Performance of these initiatives is illustrated by performance indicators such as length of stay in hospital as well as more qualitative information on client experience.

The North Ayrshire Early Intervention and Prevention Strategy 2013/17 sets out how we will improve the life chances of our children and young people and shift resources into early intervention and prevention. The Strategy was approved in June 2013 and describes how we will improve outcomes for children through a range of initiatives designed to support positive parenting, to ensure children are safe and cared for in a nurturing home and that they can cope with life’s challenges more easily. Projects include:

<table>
<thead>
<tr>
<th>Parenting Programmes</th>
<th>Early Years Centres</th>
<th>Family Support Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi Agency Domestic Abuse Response Team</td>
<td>Permanent Care for Children</td>
<td>Family Nurse Partnership</td>
</tr>
<tr>
<td>Asset Based Community Development (ABCD)</td>
<td>Vulnerable Children Support (0-5 years)</td>
<td>Capacity Building with Parents</td>
</tr>
<tr>
<td>Stop Now and Plan (SNAP) approach</td>
<td>Supported Carers Scheme</td>
<td>Integrated Support in Early Years Centres</td>
</tr>
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Each project has a range of success measures which have been reported to the Programme Board. For example The Family Nurse Partnership is already demonstrating positive benefits in reducing smoking, increasing breastfeeding and in levels of fathers' involvement. Impact is also evidenced through individual case studies and in the Rickter scale of individual progress against personal outcomes.

The North Ayrshire Alcohol and Drugs Partnership (ADP) is increasingly taking a preventative focus in its work. Recent examples include Rory training in local primary schools which focuses on parental alcohol abuse. The SPICE resource is being used in secondary schools to challenge the attitudes, culture and beliefs towards alcohol and drugs among young people, providing credible and accurate information and providing opportunities to develop decision making skills and coping strategies around risk taking behaviour. The ADP will be undertaking evaluation of this work.

A Safe and Secure North Ayrshire
The Multi Agency Domestic Abuse Team (MADART) was formed in 2012/13 in response to high levels of domestic abuse locally, with 35% of all assaults in the authority committed during a domestic incident. As well as this human cost there is also a significant financial cost. A Scrutiny Committee Investigation report in 2009 estimated that the financial cost of domestic violence was £2.9 million per annum. This only accounted for the costs to the Council and didn’t include the spend of Police, Courts and the NHS or the duplication of effort. The MADART comprises
Social Workers, Police Officers and a Housing Officer co-located within Kilmarnock Police station, with strong links to other partner services. Every domestic incident responded to by Police that involves children is now referred to the team as soon as the incident report has been completed by attending officers. The co-location of the team and its members’ various information systems has resulted in a significant decrease in response time to visit and support the victim, assess needs and risks and co-ordinate any package of intervention. The development of a team response has enabled a unified assessment of need and risk, which makes best use of the Housing, Social Services and Police information available and draws on the expertise of the multi-disciplinary team to ensure that the most appropriate response can be made to each incident.

Since the establishment of the team in 2012/13 a range of positive impacts can be seen:

- Referrals to the Scottish Children’s Reporter Authority fell by 31%
- 20% reduction in the number of formal court reports
- Average follow-up response time to the needs of children impacted by the effect of domestic violence reduced from 10.7 days to 3.7 days
- 5% decrease in the number of domestic abuse incidents on the previous year after steady increase the previous five years

The CPP’s partnership work with Scottish Fire and Rescue Service increasingly has a preventative focus. Good partnership working between Scottish Fire and Rescue Service and other CPP partners has allowed effective targeting of home fire safety visits, opportunities to educate young people on fire risks, early intervention to avoid secondary fires as well as a range of other successful initiatives. Trends in relation to the number of fire related casualties, dwelling fires, deliberate property fires and secondary fires have all improved.

Prevention First was tested in Irvine and Kilwinning neighbourhoods for 6 months. This approach is about developing our partnership approach to more accurately identify the landscape and create a baseline of community issues and concerns; repeat locations; victims; and perpetrators, across the local criminal environment. We then prioritise multi-agency activity to tackle issues, engaging local operational service delivery operatives from all of the relevant agencies in real time, with a view to reducing victimisation and offending and improving problematic locations. Success has been measured through crime statistics and related analysis of costs savings.

A successful bid was made to ‘Choices for Life’ for funding to develop the ‘Streetwise’ initiative. This used a range of issue based dramas performed by young people to bring to life many of the important dangers and challenges that young people may encounter, including drugs, alcohol, road safety, knife crime, personal safety and internet safety. The workshops which followed were facilitated by CP partners. 180 young people experienced STREETWISE over three Saturdays in March 2014. The STREETWISE initiative was such a success with very positive evaluations that it has been decided to develop a new drama and workshop which covers domestic abuse. This will be added to the existing dramas. The drama will be performed initially at the annual Youth Conference and thereafter during the White Ribbon 16 Days of Action to End Violence Against Women. It is hoped that around 150 young people will have an opportunity to participate.
The No Knives Better Lives campaign has proved successful in North Ayrshire. Since its introduction locally in 2012 the number of people caught carrying offensive weapons has fallen by more than half. There has also been a reduction in levels of violent crime. This campaign works with a range of CP partners delivering activities in schools and communities to educate and inform young people about the dangers and consequences of carrying a knife. This multi-agency approach has been identified by the Scottish Government delivery team as an example of national best practice and was showcased at the national roll-out of No Knives Better Lives.

2. How CPP partners are working together to assess, align and allocate the resources needed to deliver preventative approaches in their communities and what barriers are there to this

North Ayrshire CPP’s approach to assessing and aligning resources sits within the context of the Neighbourhood Planning Approach - considering North Ayrshire as six “neighbourhoods”. This approach acknowledges the significant inequalities across North Ayrshire in terms of life expectancy, benefit claimant levels, youth employment etc, and the consequent need to better target partnership services. Detailed profiles of each of the six neighbourhoods have been prepared using a range of socio-economic data. These profiles form the Areas of Family Resilience Report.

In February and March 2014 the CPP Board took part in development sessions with support from the Improvement Service. These sessions considered the best approach to joint resource planning and some of the challenges involved with this.

A partnership Resource Mapping Group, chaired by the North Ayrshire Council Executive Director (Finance and Corporate Support), has been considering partnership expenditure across the neighbourhoods. The Resource Mapping Group has undertaken an initial analysis of expenditure across the six neighbourhoods to establish high level expenditure per head of population across the Neighbourhoods. The Group agreed that this required further analysis to provide meaningful information for effective decision making. The group will do further work as follows:

- Partners will give further consideration to their analysis in relation to need in each neighbourhood. For example rather than a high level analysis by agency is there a requirement to break down expenditure further by types of service to strengthen the link between expenditure and need,
- Partners will reconsider the population denominator used by their organisation to determine whether a more appropriate one should be used, and
- Finally partners will consider whether there are any other factors influencing spend by their organisation across the neighbourhoods that require to be factored into discussions.

It is anticipated that this additional information will support the further development of the resource mapping. With further refinement this work has the potential to develop into an effective joint planning tool, allowing partners to target their combined resources more effectively to areas of greatest need. This will require consideration of the mapping information against the need in each neighbourhood. This may
require difficult decisions to disinvest in one area to free up resources for investment in another area.

There have been a number of challenges in undertaking this work; ensuring a consistent approach across each of the partner organisations; securing the maximum information from each of the CPP partners with variations in the level of detail or availability of information; the unpredictability of expenditure patterns for some national organisations and agencies where the expenditure provides benefit beyond North Ayrshire. To develop the approach further there will be a time commitment required across the Partnership.

Development of the Health and Social Care Partnership creates a real opportunity to see joint resource management within the CPP in operation. When the Scottish Government's initial consultation on the integration of Health and Social Care was introduced, the Council and the local NHS Board agreed that we would embrace the concept – and its many benefits - by forging ahead with integration rather than holding back until there was a legislative requirement to do so. A Transition Integration Board (TIB) was established in North Ayrshire in November 2013 to oversee preparations for integration. The TIB was superseded by a Shadow Integration Board (SIB) in April 2014 to which NHS Ayrshire and Arran and NAC delegated operational responsibility for services. This year is being used as a period in which the partners will learn what works best and how we can further integrate our resources with a preventative focus, ready for formal integration from April 2015.

The work being undertaken within the North Ayrshire CPP aligns with the Scottish Government’s expectation of a Partnership approach to resource management.

The Improving Childrens Outcomes Project outlined at point 4 below also involves producing a map of how existing funds are spent on children at the local level, to inform re-balancing of children’s services investment towards more effectively targeted services and early intervention and prevention approaches.

3. How effectively information about successful approaches is shared amongst partners or with other CPPs

A range of methods are used to share information about successful approaches across North Ayrshire Community Planning Partnership. The thematic groups within the CPP structure share information on current initiatives and consider methods to further develop or replicate it. Information from across the themes is brought together at the Strategic Management Team and Community Planning Board which receives regular updates on the Single Outcome Agreement Action Plan and progress against initiatives such as the Early Intervention and Prevention Strategy. Lunchtime briefings are held with a wide ranging invitee list to share information about specific areas of work such as the Improving Childrens Outcomes project or the Alcohol and Drugs Partnership. Having this range of communication methods to share information about successful approaches works well across the CPP.

The CPP’s RIPE (Research, Information, Performance and Evaluation) Group pulls together information from across the partnership to support analysis and performance management.
The CPP have recently agreed an Organisational Development Strategy which will further support information sharing. The workstreams within this will assist partners to have an improved understanding of the role of other partners, identify further opportunities for joint working, strengthen relationships, and improve leadership across the CPP. All of this in turn will provide opportunities to share best practice.

Opportunities to share information about successful approaches with other CPPs tend to arise through networking events such as the Community Planning Managers Network, the National Community Planning Conference which took place in June 2014 (at which North Ayrshire CPP held a workshop on MADART), and the Convention of Highlands and Islands. In addition many Community Planning partner organisational boundaries extend wider than the local authority and they are therefore able to share experiences from neighbouring areas.

The Early Years Collaborative has also been a useful method of sharing best practice and tests of change across a wide range of partners and geographies.

4. Whether there have been any examples of successful adoption of initiatives used by other CPPs to achieve positive outcomes and how information about these initiatives was shared

A recent example of the adoption of initiatives used by other CPPs is the Improving Childrens Outcomes project. The project has previously been piloted in Perth and Kinross and in Renfrewshire and is now being implemented in Angus, Dundee and North Ayrshire. Initial local awareness of the work of the Dartington Social Research which provides the basis for this project came from the Early Years Collaborative.

By using data as a critical tool for change, the project aims to support local planning partners to identify and quantify key developmental outcomes. This project will provide area wellbeing profiles which would inform the children's services plan so that services meet the needs of children in each local area more effectively in the future.

It will provide detailed information about the needs of our children and young people drawn from a community survey of a statistically valid sample of local families across North Ayrshire for children aged 0–8 years and from comprehensive, wellbeing surveys of children and young people aged 9–11 years and 12–16 years.

The outcomes from the research will allow North Ayrshire to:
• measure the key developmental outcomes being achieved by North Ayrshire’s children and young people, as well as understand the risk and protective factors which influence these outcomes
• help to set realistic targets for local improvement activity and for shifts in children’s outcomes
• Consider how children’s wellbeing varies across different communities within the area;
• Consider how children’s wellbeing varies within and across the different agencies in contact with children and young people;
• Quantify the needs of children and young people in North Ayrshire;
• Identify priority outcomes for improvements;
• Develop and implement interventions targeted to those who need them most;
• Help inform resource allocation decisions
• Develop a clear service re-design plan that effectively targets need and delivers best quality interventions
• Help achieve maximum return on investment in services
• Compare and benchmark outcomes with other CPP areas

There are a range of other initiatives running locally which have been used in other areas such as the CEDAR project (Children Experiencing Domestic Abuse Recovery) and the SNAP model. Stop Now and Plan (SNAP) approach focuses resources around primary schools to identify and intervene with children (and their parents) at an early stage. The primary goal of the programme is to keep ‘at-risk’ children in mainstream school. We have also adopted a South Ayrshire process of Police Campus Officers visiting nurseries for their feeder schools, to embed the ‘engagement’ ethos.

5. How the CPP is responding to any recommendations made in the Audit Scotland report.

The CPP was audited by Audit Scotland and the report on the findings was published by the Accounts Commission in March 2013. Following the audit, an Improvement Plan was prepared based on the improvement areas identified in the audit report, its recommendations and also taking into account the Audit Scotland report on Improving Community Planning in Scotland. The Improvement Plan was approved by the CPP Board in June 2013. Six monthly reports on progress have been presented to the Community Planning Board and Strategic Management Team.

The majority of actions have been completed and those outstanding tie into the Neighbourhood Planning Approach which is an ongoing area of work.

Audit Scotland requested an informal audit follow up visit to consider progress made since 2012. This visit took place in June/July 2014. Audit Scotland’s findings are detailed below:

“In our report in March 2013, we noted that community planning in North Ayrshire was well established and moving in a positive direction. On our recent visit, we were encouraged to see that this momentum has been maintained. The sense of energy and commitment to driving this agenda forward was evident at the Strategic Management Team meeting we attended, and in our conversations with you and your partners.”

“It is clear that the CPP is taking action to address all of the areas in its improvement agenda. In particular, I would like to highlight the following:
• It was clear from our discussions that community planning partners have continued to build on existing partnerships and networks, to develop the relationships necessary for effective joint working. The Strategic Management Team is driving activity in line with the CPP’s shared priorities, allowing the Community Planning Board to operate in a more strategic role.
There was good evidence that the CPP has made good progress with its neighbourhood planning approach, which was still at a relatively early stage of development at the time of our initial audit in September 2012. Its work in building a comprehensive profile of each of the six neighbourhoods through the use of data (areas of family resilience reports) and consultation with local communities (neighbourhood forums) is a good example of the CPP actively focusing on understanding and planning for place. It is encouraging that partners have been actively involved in this work, and that some have already made changes to the way they operate to better reflect this neighbourhood approach. For example, the Scottish Fire and Rescue Service alignment of its local management structures to the six neighbourhood areas.

The work of the Partnership CPP Resource Planning Group to map partners’ spend against the three priorities in the SOA and the six neighbourhood planning areas is clearly an important first step in identifying the resources available to deliver agreed outcomes and shows real progress since our initial audit in September 2012. This will help to inform discussions between partners about the extent to which spending is aligned with need, and to identify opportunities to share or better target resources (including people, buildings and other assets) to deliver the shared priorities in the SOA. We will look forward to hearing more about how you are progressing with this work when we revisit the CPP in 2015/16.

Partners are clearly committed to improving the effectiveness of the CPP. For example, the RIPE group has revised its membership and remit to focus more on performance reporting and evaluation, to support improved scrutiny. Partners have drafted an organisational development plan to help coordinate activity that can improve leadership and joint working. These developments give us assurance that there is real commitment in the CPP to work together to improve outcomes for local people.”