

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Community Health and Care Partnership

Community Health and Care Partnership Committee: 21 September 2011

Subject: WD CHCP Commissioning Strategy For Alcohol and Drug Services: 2011 – 2021

1. Purpose

- 1.1 The purpose of this report is to outline the purpose of the attached CHCP Commissioning Strategy, and to ask the CHCP Committee to approve it.

2. Background

- 2.1 The Institute of Public Care (IPC) has defined a commissioning strategy as “a formal statement of plans, for specifying, securing and monitoring services to meet people’s needs at a strategic level. This applies to all services, whether they are provided by the NHS, the Local Authority, other public agencies or by the voluntary and private sectors”.
- 2.2 Audit Scotland have emphasised their expectation that good commissioning of these services is essential to ensure that high quality sustainable services are available to all those who need them; and that NHS boards and councils need to work together to agree strategic commissioning plans.
- 2.3 An explicit local action identified following the last Social Work Inspection Agency (SWIA) assessment undertaken of the former Social Work and Health Department was the production and approval of a range of commissioning strategies to span the breadth of service delivery responsibilities. This is an action that Social Care Social Work Improvement Scotland (SCSWIS) have indicated that they will be seeking evidence of material progress on during their assessment of the CHCP in 2012.
- 2.4 As part of an explicit commitment within CHCP Strategic Plan 2012-13 the CHCP has developed a schedule for the delivery of commissioning strategies across the breadth of its service delivery responsibilities; all of which will be completed and presented to the CHCP for approval over the course of the next 16 months (i.e. by the end of the calendar year 2013). This commitment is reinforced as an objective within the West Dunbartonshire Council Assurance and Improvement Plan 2011/12.
- 2.5 The attached Commissioning Strategy for CHCP Alcohol and Drug Services is the first of the suite of commissioning strategies that are been produced in line with the above requirements.

2.6 This Commissioning Strategy is presented to the CHCP Committee for approval (as committed to within the CHCP Forward Plan agreed by the Committee at its February 2011 meeting).

3. Main Issues

Commissioning

3.1 There are four core values that have been identified to underpin all of the CHCP's approach to strategic commissioning across the breadth of its service delivery responsibilities, namely:

- Quality
- Fairness
- Sustainability
- Openness

3.2 These values will be manifested through a systematic concern for the following principles ensuring:

- Optimal outcomes for individual service users.
- A client-centred approach appropriate to individual needs through an emphasis on informed self-care, co-production and personalisation of services.
- Effective and safe services that draw upon the best available evidence and local feedback from service users.
- Equalities-sensitive practice.
- Acceptability of service provision informed through constructive engagement with local stakeholders – including staff, community groups and elected members.
- Affordable and efficient services that continue to be reflective of the relative demands across the West Dunbartonshire population as a whole.

3.3 In keeping with best practice, all CHCP commissioning strategies are and will be key components of an on-going process of commissioning as advocated by the IPC and illustrated within the attached document (page 4). The Audit Commission has emphasised three particular strengths of this model:

- The cyclical nature of the activities involved, from understanding needs and analysing capacity to monitoring services.
- The importance of meeting needs at a strategic level for whole groups of service users.
- The importance of commissioning services to meet the needs of service users, no matter who provides them.

3.4 The structure and content of this commissioning strategy has been informed by the most recent guidance documents available as well as considered

feedback from colleagues at Social SCSWIS, the national Joint Improvement Team (JIT), and Scottish Government.

Alcohol & Drugs Services

- 3.5.1 The aim of this Commissioning Strategy is to project how the local provision of community-based alcohol and drug services will need to be developed over the course of the next ten years (i.e. 2011 to 2021) so as to reflect changes in demand, development of policy, emergent best practice and available resources.
- 3.6 The focus of this commissioning strategy reflects the requirements of Scottish Government as they relate to the provision of alcohol and drug services which address prevention, and support recovery from problems associated with alcohol and drug addiction. These are reinforced by the local priorities and concerns of NHS GGC and West Dunbartonshire Council. It has also benefited from comments and contributions from local stakeholders, particularly those CHCP staff planning and delivering our local services. It is important to distinguish this CHCP Commissioning Strategy from the wider Community Planning Alcohol & Drug Strategy.
- 3.7 The core commitments for the delivery of Alcohol and Drug Services in West Dunbartonshire over the next ten years that are at the heart of this Commissioning Strategy are the development and further strengthening of:
- A person-centred and outcome-based model of delivery that emphasises early intervention and recovery.
 - Integrated care pathways and planning for each individual service user reinforced by co-ordinated assessment systems.
 - Community alternatives to hospital admission and residential care.
 - An effective contribution to a whole population prevention agenda through the local Community Planning Alcohol and Drug Partnership.
- 3.8 The issues and priorities set out within it are not unique to West Dunbartonshire and are very much reinforced by national analysis and imperatives. That said, it reflects a necessarily ambitious agenda that should provide a legitimate challenge to all those involved in the leading, management and delivery of local alcohol and drug services.

4. People Implications

- 4.1 This Commissioning Strategy will inform workforce planning and development activities. The Joint Staff Partnership Forum will be engaged in any material impacts on staff that emerge.

5. Financial Implications

- 5.1 This Commissioning Strategy will inform financial planning and procurement arrangements to ensure effective delivery within available resources. Section 8 of the Commissioning Strategy elaborates on this.

6. Risk Analysis

- 6.1** This strategic commissioning strategy is an important element to ensuring that the CHCP is able to provide alcohol and drug services in an effective, relevant and sustainable manner as advocated by Audit Scotland. Moreover failure to deliver, approve and implement commissioning strategy creates risk in relation to the requirements of external scrutiny bodies, most notably SCSWIS and Audit Scotland.

7. Equalities, Health & Human Rights Impact Assessment (EIA)

- 7.1** An Equalities Impact Assessment (EIA) undertaken on the Strategy indicated no significant negative issues; and the person-centred element of the model in particular was suggestive of the Strategy having a positive impact in these regards.

8. Strategic Assessment

- 8.1** The Commissioning Strategy is in line with and supports the following West Dunbartonshire Council strategic priorities:

- Fit for purpose Services
- Financial Strategy
- Asset Management

9. Conclusions and Recommendations

- 9.1** Audit Scotland has recently re-emphasised the challenging financial climate in which the public sector will be expected to deliver services over the coming years. Alongside the realities of a reduction in public sector budgets, CHCP services also have to manage the increasing complexity of demands for and capacity of services whilst being responsive to demographic changes within the population.
- 9.2** Robust commissioning of community-based alcohol and drug services is essential to ensure that high quality and sustainable services are available to those who need them. The attached document makes important statements about the commitment of the CHCP to outcome-based strategic commissioning; and delivering effective and sustainable alcohol and drug services over the next decade. The strong track record of CHCP Alcohol and Drug Services supported by a positive history of good partnership working locally (most evident within the local Alcohol and Drug partnership that the CHCP leads and chairs) provide a robust foundation for realising its ambition going forward.
- 9.3** This commissioning strategy will drive the substance of relevant operational service plans (and attendant financial and procurement plans) on an on-going basis, within the wider context of the Community Planning Partnership's multi-agency Alcohol and Drug Strategy 2011-2012 (that the CHCP has lead

responsibility for) and the CHCP's wider set of development priorities as set within its annual CHCP Strategic Plan.

- 9.4** The CHCP Committee is therefore asked to approve the West Dunbartonshire CHCP Alcohol and Drug Commissioning Strategy; and to commend the work of the CHCP staff involved in its development.

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Director of the Community Health & Care Partnership

Date: 2 September 2011

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Appendix: WD CHCP Commissioning Strategy For Alcohol and
Drug Services: 2011 – 2021

Background Papers: Institute of Public Care (Oxford Brookes University)
(2007), adapted by SWIA in *Guide to strategic
commissioning: taking a closer look at strategic
commissioning in social work services*, Social Work
Inspection Agency, 2009.

*Changing Lives: Personalisation: A Shared
Understanding, Commissioning for Personalisation, A
Personalised Commissioning Approach to Support and
Care Services*, Scottish Government, 2009.

*Improving Social Work in Scotland: A Report on SWIA's
Performance Inspection Programme 2005-1009*, SWIA,
2010.

Scotland's public finances: Addressing the challenges,
Audit Scotland 2011.

*Changing Scotland's Relationship with Alcohol: A
Framework for Action*, Scottish Government, 2009.

The Road to Recovery: A New Approach to Tackling Scotland's Drug Problems, Scottish Government, 2008.

Wards Affected: All