

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Community Health and Care Partnership

Community Health and Care Partnership Committee: November 2012

Subject: WD CHCP Commissioning Strategy For Children's Services 2012 – 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. Recommendations

- 2.1 The CHCP Committee is asked to approve the West Dunbartonshire CHCP Children's Services Commissioning Strategy; and to commend the work of the CHCP staff involved in its development.

3. Background

- 3.1 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".
- 3.2 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.
- 3.3 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 the successor Care Inspectorate have sought evidence of material progress on during their on-going and routine assessment of the CHCP (as previously reported to Committee).
- 3.4 As part of an explicit commitment within the 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 by the end of the March 2013.

3.5 The attached Commissioning Strategy is final one of a suite of commissioning strategies that have been produced in line with the above requirements.

3.6 This Commissioning Strategy is presented to the CHCP Committee for approval.

4. Main Issues

Commissioning

4.1 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

4.2 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.

4.3 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.

Children's Services

- 4.4** The aim of this Commissioning Strategy is to project how the local provision of children's services will need to be developed over the course of the next decade (i.e. to 2021) and provide a strategic framework for on-going activity to address changes in demand, development of policy, emergent best practice and available resources.
- 4.5** It reflects the requirements of Scottish Government as reinforced by the local priorities and concerns of West Dunbartonshire Council and NHS GGC. In particular it reinforces the CHCP's commitment to the key principles set out nationally in relation to Getting It Right for Every Child (GIRFEC), i.e.:
- To ensure that all services are child centred.
 - That children get the help they need when they need it.
 - That responses to meet needs are timely, appropriate and proportionate.
 - That action must improve the outcomes for the child.
 - That the capacity of families and communities to meet the needs of children is strengthened.
 - To provide integrated assessment and planning for children that engages with and responds to children, families and key professionals.
 - That practitioners are enabled to spend more time with children and families.
- 4.6** This strategy has a particularly important reciprocal relationship with the previously approved West Dunbartonshire CHCP Adult Learning Disability Services Commissioning Strategy (in relation to children with learning disabilities and transitional services/support).
- 4.7** The issues and priorities set out within this Commissioning Strategy are not unique to West Dunbartonshire and very much reinforce national analysis and imperatives. That said, it reflects a necessarily ambitious agenda that should provide legitimate challenge to all those involved in the leading, management and delivery of local children's services.
- 4.8** This commissioning strategy provides a framework through which the CHCP will drive further detailed work (both internally and increasingly with partners) as well as shaping the substance of relevant operational service plans (and attendant financial and procurement plans) on an on-going basis, within the context of CHCP's wider set of development priorities as set within its annual CHCP Strategic Plan; and the Integrated Children's Services Plan jointly developed with WDC Educational Services through the auspices of the Community Planning Partnership Children and Families Strategy Group.

5. People Implications

- 5.1** This strategy will inform workforce planning and development activities. The Joint Staff Forum will be engaged in any material impacts on staff that emerge.

6. Financial Implications

- 6.1** This strategy will inform financial planning and procurement arrangements to ensure effective delivery within available resources.

7. Risk Analysis

- 7.1** This strategy is an important element to ensuring that the CHCP is able to provide 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 the Care Inspectorate and Audit Scotland. The Care Inspectorate have confirmed their anticipation of being provided with an approved Commissioning Strategy for Children's Services in advance of their preparing their assessment report of the CHCP as a whole later this year (as has previously been reported to CHCP Committee).

8. Equalities Impact Assessment (EIA)

- 8.1** 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.

9. Consultation

- 9.1** This strategy has benefited from comments and contributions from local stakeholders, particularly those CHCP staff planning and delivering our local services; and through on-going engagement with key community groups and fora.

10. Strategic Assessment

- 10.1** This strategy will actively support the delivery of the following WDC strategic priorities:

- Improve life chances for children and young people.
- Improve the well-being of communities and protect the welfare of vulnerable people.

- 10.2** The Scottish Government has just finished consulting upon a new Children and Young People's Bill, and the CHCP contributed to shaping the Council's response in tandem with finalising the content of this Commissioning Strategy. As such, the Commissioning Strategy has been informed by an understanding of the intent of the anticipated legislation, but has also been prepared with the appreciation that the Commissioning Strategy should be formally up-dated once the legislation is enacted. Looking forward, the aspiration would be that the scope of that next version be expanded to become a Community Planning Partnership Commissioning Strategy for Children's and Young People's Services. Such a technically ambitious commitment would clearly fit with the

emerging policy context for these agendas (and indeed the developing inspectorate regime in relation to child protection for example) as it would provide a singular long-term planning framework for all children and young people's services across West Dunbartonshire.

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Appendix: WD CHCP Commissioning Strategy For Children's
Services: 2012 – 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.
*Improving Social Work in Scotland: A Report on SWIA's
Performance Inspection Programme 2005-1009*, SWIA,
2010.
Commissioning Social Care, Audit Scotland 2012.

Wards Affected: All