

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE PARTNERSHIPS AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE

21 NOVEMBER 2016

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

WESTERN BAY SUBSTANCE MISUSE

1. Purpose of Report

- 1.1 To provide the Committee with an update on progress in the Western Bay Substance Misuse collaboration and developments in the area planning board arrangements.

2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 The report links to the following improvement priorities in the Corporate Plan:-
- Helping people to be self-reliant;
 - Smarter use of our resources.

It is in accordance with the following:-

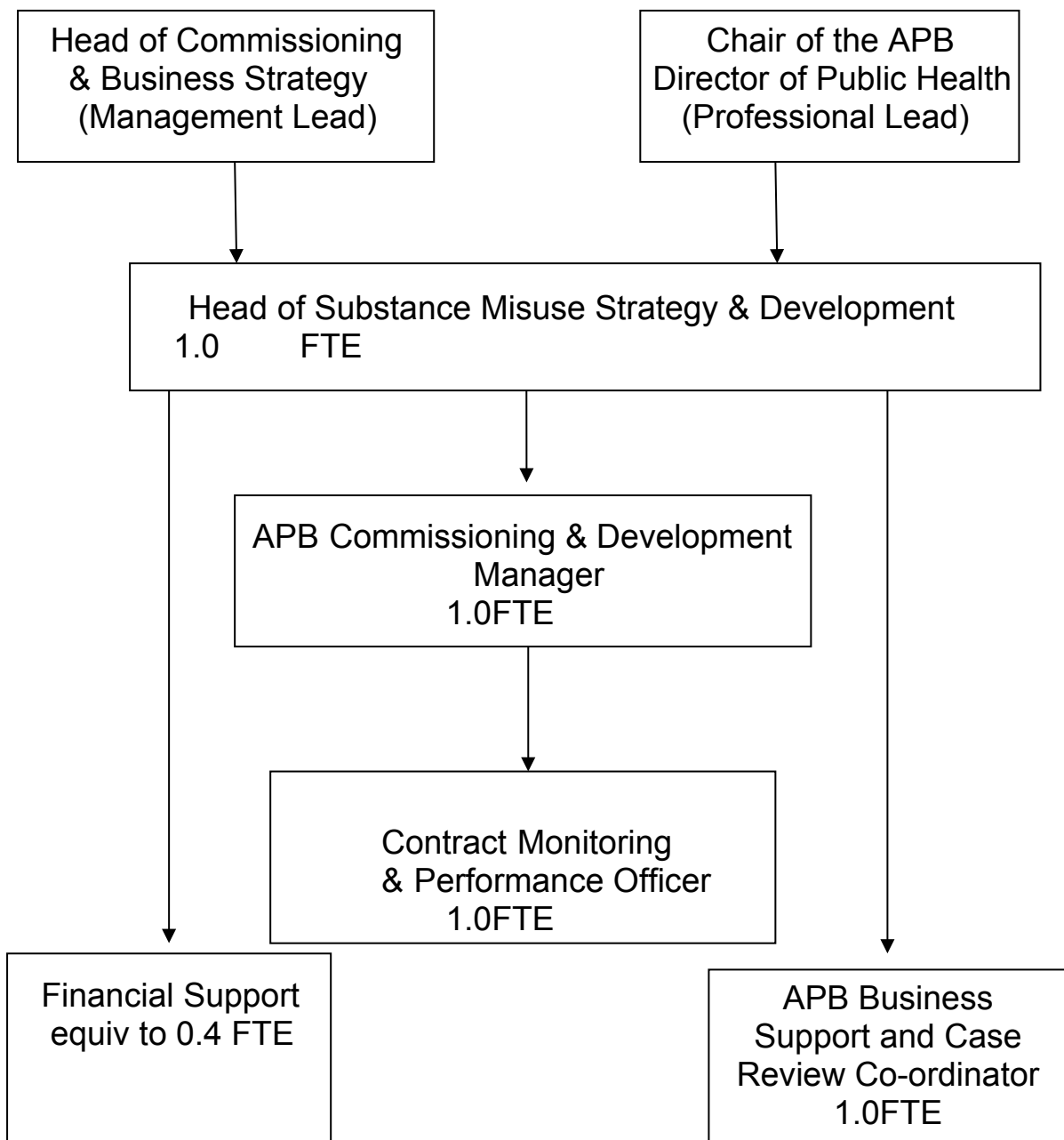
- Adult Social Care Commissioning plan 2010-20: Living independently in Bridgend in the 21st century.
- Welsh Government Strategy 'Working Together to Reduce Harm' 2008.
- Western Bay Substance Misuse Commissioning Strategy 2016-2020
- The Remodelling Adult Social Care Programme.
- The Council's Medium Term Financial Strategy (MTFS).

3. Background.

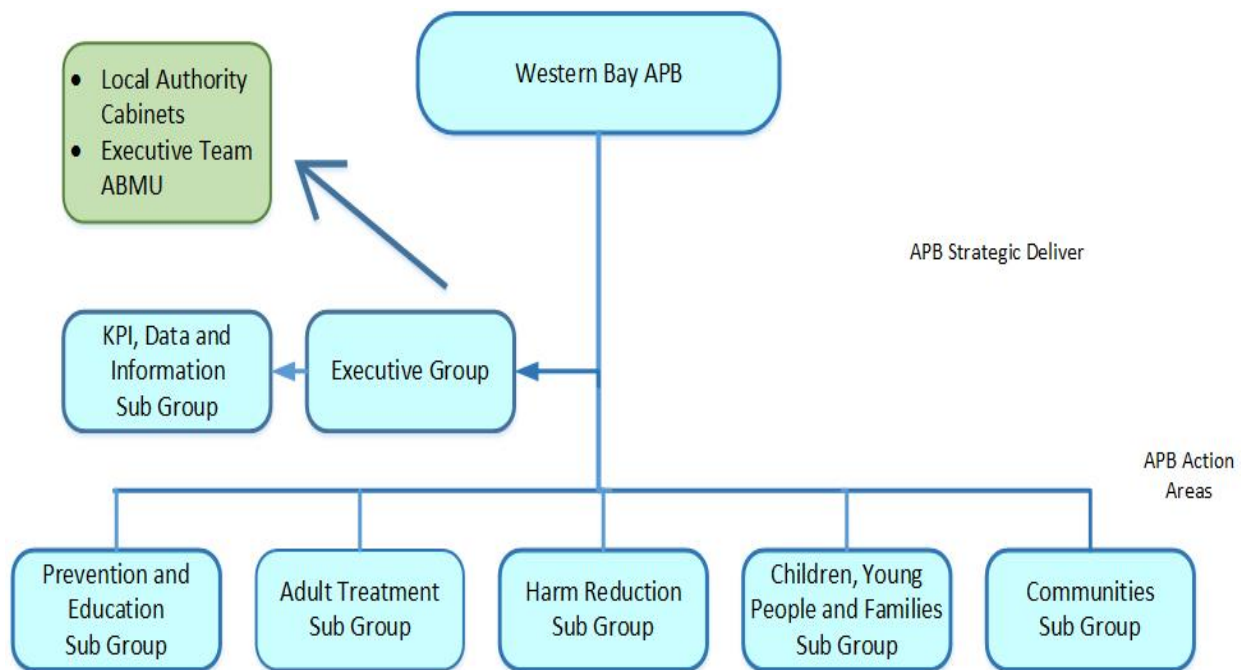
- 3.1 The development of substance misuse services have been made collaboratively as part of the Western Bay Health and Social Care Programme. These developments have been made in response to the Welsh Government ten year substance misuse strategy "Working together to Reduce Harm" published in 2008. The Welsh Government has also published a Delivery plan for the strategy covering the years 2016-18.
- 3.2 As part of this strategy, in 2010, regional Area Planning Boards (APBs) were set up with the overall objective of improving and strengthening the arrangements for planning, commissioning and performance management of substance misuse services in Wales. These Boards strengthened the previous arrangements and added a regional perspective. The Boards have enabled the development of performance indicators, strengthened links with the Welsh Government and increased the involvement of the independent sector in service planning.
- 3.3 APBs provide a mechanism for Local Authorities, Health Boards and Police Authorities and key partners in the independent sector to pool resources and share expertise in the delivery of the Welsh Government Substance Misuse Strategy which is funded through the Substance Misuse Action Fund (SMAF).

- 3.4 From April 2013, the Welsh Government stipulated that the SMAF would be managed on a regional basis, no longer through each Local Authority area. The relevant region for Bridgend is the Western Bay area. In October 2014, Cabinet agreed that Neath Port Talbot County Borough Council would act as the host organisation for the Western Bay Area Planning Board Regional Commissioning and Support Team and the administration of the SMAF across the area. This arrangement came into place in April 2015 and prior to this the Bridgend SMAF allocation was managed locally.
- 3.5 The APB is made up of officer representatives from the three Local Authorities in the Western Bay (Bridgend County Borough Council, Neath Port Talbot County Borough Council (NPTCBC) and City and County of Swansea), the Health Board, the Police Authority and key partners in the independent and voluntary sector. The APB has the responsibility for producing and delivering the regional commissioning plan. The Group Manager for Substance Misuse represents the Council.
- 3.6 In 2015, an executive group of the APB was established. This group is made up of senior officers from the three local authorities and the health board. The members consist of senior officers from the three local Authorities and the Council is represented by the Group Manager for Substance Misuse and a member of the Commissioning Team. This group has four main functions:
1. To approve the annual budget for substance misuse services in the Western Bay area in line with the allocation from the SMAF.
 2. To oversee the production and implementation of the Western Bay Substance misuse Commissioning Strategy 2016-2020.
 3. To ensure that the actions agreed by the APB are carried out effectively.
 4. To monitor the Western Bay Substance Misuse performance management framework and ensure targets are being met appropriately.
- 3.7 As part of the collaborative arrangement a regional commissioning team has been established hosted by NPTCBC. The team consists of:

Western Bay Area Planning Board – Regional Commissioning and Support Team Organisational Structure Chart



3.8 The APB has also established five work streams which are set out on the diagram below:



3.9 In Bridgend there is the Community Drug and Alcohol Team (CDAT) based in Celtic Court. The multi-disciplinary teams are made up of health staff including nurses, therapists and a Consultant Psychiatrist, as well as two social workers and a senior social work practitioner. The team supports and helps people who have or are recovering from substance misuse problems. A case study is attached at **Appendix 1**. The manager of the team sits on the Executive Group and the APB.

3.10 The team's base is Celtic Court which was purchased by the Council in 2014 and extensively refurbished with a specific Welsh Government grant of £2 million. The work was finished in December 2015 and the CDAT is based there with two voluntary sector groups. The building was officially opened by the First Minister in March 2016.

4. Current situation / proposal.

4.1 The APB has set a number of work priorities for 2016/17. These are being implemented by the commissioning team and overseen by the Executive Board. These priority areas are set out below:

Priority 1

To conclude and implement a Strategy for the re-commissioning of substance misuse services across the Western Bay area. This involves re-tendering all the existing contracts for services.

Priority 2

To create and implement a Section 33 agreement (an explanation is given below) covering the financial risks associated with re-commissioning of substance misuse services across the Western Bay area.

Priority 3

To ensure that performance across the National Key Performance Indicators for substance misuse services are improved.

Priority 4

To develop and implement a Capital Estates Strategy for substance misuse services across Western Bay.

Priority 5

To monitor and report on the activities of substance misuse service providers across Western Bay, ensuring that they are acting in line with Welsh Government core standards for substance misuse services and with the Welsh Government Working Together to Reduce Harm Strategy and Delivery Plan.

Priority 1: To include and implement a Commissioning Strategy

- The Commissioning Strategy for the Western Bay Area Planning Board was approved in April 2016 (**Appendix 2**).
- Proposals for re-commissioning were presented to the APB by the Regional Commissioning and Support Team in July 2016.
- The Regional Commissioning and Support Team has reviewed prescribing services across the Western Bay area and a report is currently out for consultation. The recommendations in the report will help to inform re-commissioning decisions that the APB will take.
- The Regional Commissioning Support Team is currently drafting a set of specifications for a potential low threshold prescribing service and they are meeting with Legal Services (NPTCBC) to discuss contract terms.

Priority 2: To create and implement a Section 33 Agreement between partners

- Section 33 is part of the National Health Service (Wales) Act 2006 and it grants powers:
 - For local authorities to exercise prescribed NHS functions and for the local health board to exercise prescribed local authority health – related functions
 - For local authorities and the local health board to establish and maintain pooled funds out of which payment may be made towards expenditure incurred in the exercise of prescribed local authority health-related functions and prescribed NHS functions
- A draft Section 33 Agreement has been produced by Legal Services (NPTCBC)
- This is currently out for consultation and will be presented to the Executive group in February 2017.

Priority 3: To ensure performance is improved for the National Key Performance Indicators (NKPI's)

- NKPI 1 – to increase the number of clients who engage with services between assessment and planned ending of treatment, by reducing the incidence of clients who do not attend (DNA) or respond to follow up contact post assessment. The target for this is less than 20% of DNA's. Currently this is not being met and performance for the first quarter of 2016/17 was 32.48%. Further work is being done to ensure that individuals are fully informed of the referral process and the support available.
- NKPI 2 – to achieve a waiting time of less than 20 working days between referral and treatment. The target for this is that more than 80% of clients should wait less than 20 working days. Currently this is being met and performance for the first quarter of 2016/17 was 92.56%.
- NKPI 3 – substance misuse is reduced for problematic substances between start and the most recent review exit TOP (Treatment Outcomes Profile). The target for this is 73.7% of clients reporting reduced substance misuse for

problematic substances. Currently this is not being met and performance for the first quarter of 2016/17 was 67.54%. Improvements in this will be brought about by focussing on particular problem areas such as 'legal highs' and the consumption of cheap alcohol.

- NKPI 4 – quality of life is improved over a specified period of time measured by TOP (Treatment Outcomes Profile). The target for this is that more than 56% of clients reporting that their quality of life has improved. Currently this is being met and performance for the first quarter of 2016/17 was 59.77%.
- NKPI 5 – the percentage of cases closed as treatment is complete. The target for this is less than 72.31% but last year was 37%.

4.2 Remedial action has been put in place for all these performance indicators but there continue to be issues with meeting KPI's 1 and 5 particularly. A number of things have been tried to get them on track, which have included closing gaps in the Paris database system, trialling a texting approach to remind service users of their appointments and introducing a new discharge letter. Fundamentally though problems still remain and therefore the Head of Substance Misuse Strategy & Development took a report to Welsh Government explaining the issues, some of which are with the way the NKPI's are constructed. The Welsh Government has listened to the concerns and has instigated a working group to look at possible change or amendment of the NKPI's which has had its first meeting and will report in February 2017. The Western Bay APB performance for 2015/16 is attached at **Appendix 3**. It illustrates the problems described above but does show an overall improvement over the year.

Priority 4: To develop and implement a Capital Estates Strategy across Western Bay

- A Capital Estates Strategy was drafted by the Regional Commissioning and Support Team and approved in July 2016. This lists all the property used by substance misuse services and the plans for each one.
- The Capital Estates Strategy has been submitted to Welsh Government.
- Five capital bids for projects across Western Bay have been submitted to Welsh Government for 2016/17. These will be funded from slippage in the SMAF and two of the bids are from the independent sector in Bridgend and have been agreed.

Priority 5: To monitor and report on the activities of substance misuse service providers across Western Bay

- The Regional Commissioning and Support Team undertake quarterly monitoring of substance misuse service providers and sub groups across the Western Bay.
- Monitoring records are submitted to Welsh Government.
- A dashboard of measures (including National Key Performance indicators) is also submitted quarterly to Welsh Government, see **Appendix 3**.
- Progress on the dashboard, the work plan for the Area Planning Board Regional Commissioning and Support Team and sub-group reports are presented to the Area Planning Board quarterly after being agreed by the Executive Committee.

4.3 Next Steps

In order to continue this work the next steps are:

- To continue working with the regional commissioning team to implement the priority actions in line with the timescales set out in the Commissioning Strategy.
- To continue to be represented on the APB, Executive group and the Workstreams as appropriate.
- To contribute to the re-commissioning of SMAT funded services.
- To work through the collaboration process to put a Section 33 agreement in place.

5. Effect upon Policy Framework and Procedure Rules.

5.1 There is no effect on the Policy Framework and Procedure Rules.

6. Equality Impact Assessments.

6.1 An Equality Impact screening assessment has been completed by the regional commissioning team which indicates that a full Equality Impact Assessment is not required for this report.

7. Financial Implications.

7.1 The Regional Commissioning and Support Team of the Area Planning Board administer a £4.3m budget for substance misuse service delivery across the Western Bay area. This is comprised of the following:-

Substance Misuse Action Funding (Welsh Government)	£3.6m
Voluntary Joint Partner Contributions	£719K

For the Joint Partner Contributions the £719K is comprised of the following:-

Neath Port Talbot CBC	£ 46K
Bridgend CBC	£128K funded from an Adult Social care core budget .
CC Swansea	£143K

ABMU (Abertawe Bro Morgannwg University Health Board)

ABMU Swansea	£199K
ABMU Neath Port Talbot	£168K
ABMU Bridgend	£ 35K

8. Recommendation.

8.1 It is recommended that the Committee note and provide comment on the context of this report.

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10 Background documents
None