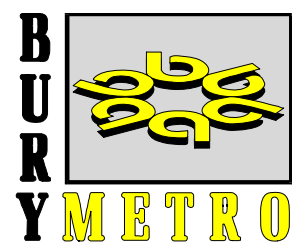
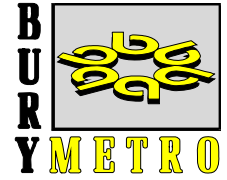


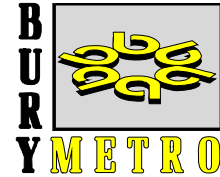


# Bury's Strategic Community Needs Assessment





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## 1 National Context

The drive to conduct periodic borough wide joint strategic needs assessments to inform service provision is heightening. Historically assessments, when they have taken place, have only occurred within an individual organisation and do not link with partner organisations to give a rounded and holistic view of need and the issues that create need.

Conducting a “needs assessment” is no longer seen just as good practice but now as a statutory requirement within the health, public health and adult social care domains, as demonstrated by the following extracts:

### **Our Health, Our Care, Our Say**

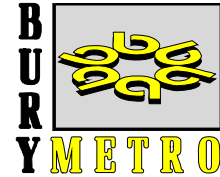
*“The Director of Adult Social Services and the Director of Public Health will..., with Directors of Children’s Services, ... need to undertake regular joint reviews of the health and well-being status and needs of their populations. They will be responsible for a regular strategic needs assessment to enable local services to plan ahead ... and to support the development of the wider health and social care market, including services for those who have the ability to pay for social care services themselves.”*

### **Best Practice Guidance on the role of the Director of Adult Social Services**

*Strategic needs assessment should reflect local priorities as defined by local service users, their families and carers and feed in to a delivery plan, which may form part of the local commissioning strategy for adults, the Community Strategy and, where in place, the Local Area Agreement, with clear arrangements in place for responsibilities and for reviewing progress in delivery... NHS bodies are expected to contribute to this process which will be led by the Local Authority. PCTs should reflect action they plan to take as a result of the strategic needs assessment within their Local Delivery planning.*

### **Commissioning Framework for health and wellbeing – consultation document**

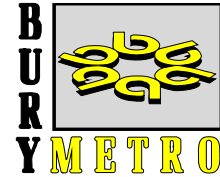
*“This framework builds on the White Paper Our Health, our care, our say, which promised to help people stay healthy and independent, to give people choice in their care service, to deliver services closer to home and to tackle inequalities.....*



*Nevertheless, our health service is still too focused on commissioning for volume and price, rather than for quality and outcomes. Too much long-term care is provided in institutional settings. Health inequalities still exist. There is too much of a focus on treating illness rather than preventing it.....*

*We now need to keep the focus on people – not just people who are ill, but everybody. And we need to look further than just physical health problems, to promote well-being, which includes social care, work, housing and all the other elements that build a sustainable community. The framework identifies eight steps to more effective commissioning*

- 1. Putting people at the centre of commissioning*
- 2. Understanding the needs of populations and individuals – joint needs assessment*
- 3. Sharing and using information more effectively*
- 4. Assuring high quality providers for all services*
- 5. Recognising the interdependence between work, health and well-being*
- 6. Developing incentives for commissioning for health and well-being*
- 7. Making it happen – local accountability*
- 8. Making it happen – capability and leadership*



## 2 Bury's Context

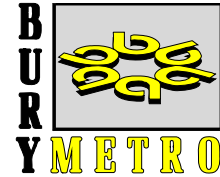
Faced with a challenging agenda and an ever diminishing envelope of funding, Bury were keen to become an “early implementer” of joint strategic needs assessments to not only comply with statutory requirements but to also realise the significant benefits of conducting such an exercise as soon as possible.

Bury worked in conjunction with CPC (a public sector consultancy) to develop a workable delivery methodology - called a Strategic Community Needs Assessment (SCNA). Bury have now embarked upon a borough wide needs assessment set to deliver a host of positive outcomes beyond the statutory requirement outlined in the legislation and guidance.

Bury has mature and positive relationships with its fellow public sector providers and the SCNA was the natural progression for the borough in terms of being able to join up services and to look at the most effective resource usage across the range of organisations.

There is also recognition within partners, or individual services, that it is not always possible to solve particular service-based problems with service-based interventions only. For example, a high level of residential care admissions in a particular area may be due to a high fear of crime, which may in turn be due to youth nuisance, which could be solved by investing in appropriate activities – not by a traditional social care intervention.

In addition Children's Services, within the Every Child Matters (ECM): Change for Children Programme a key element of the Children and Young People's Plan (CYPP) is needs assessment, necessary to build on the strength and expertise of existing service providers whilst recognising that changes in method and perspective will be necessary to cope with the broader scale and intentions of ECM. Needs assessment therefore plays an important part in bringing partners together, through the children's trust, to plan the integrated services needed to achieve improvement in the outcomes for children and young people.



### **3 Objectives**

Bury's SCNA Project has been designed to support intelligence-led commissioning and whole systems redesign of the support and care pathways available to the people of Bury. It engages with all the major agencies from within the borough that provide related services and seeks to:

- provide a single shared (across all partners) source of rich information/intelligence to enable evidence-based decision making to drive targeted investment in preventative services
- facilitate and provide a framework for “whole system” service planning to provide a more co-ordinated approach to support and care across the borough
- enable integrated and intelligent commissioning for the whole of Bury
- inform the business case for a transfer of public sector funding from acute intervention-type services to a more upstream prevention-type approach
- better utilise resources leading to effective and efficiency savings (supporting the delivery of Gershon targets)
- objectively review the current levels and methods of service provision across all partners to see how services can be joined up, delivered better and in different ways
- engage and listen to the local community to ensure they “have a say”
- deliver a differentiated district based approach to service commissioning and delivery, acknowledging the diverse needs of the entire borough, allowing resources to be targeted and to move away from a “one size fits all” solution.

All of the above will ultimately benefit the service-user as capacity will be built-up within those services that deliver the largest outcome in the most efficient and effective manner, regardless of the delivery agent.

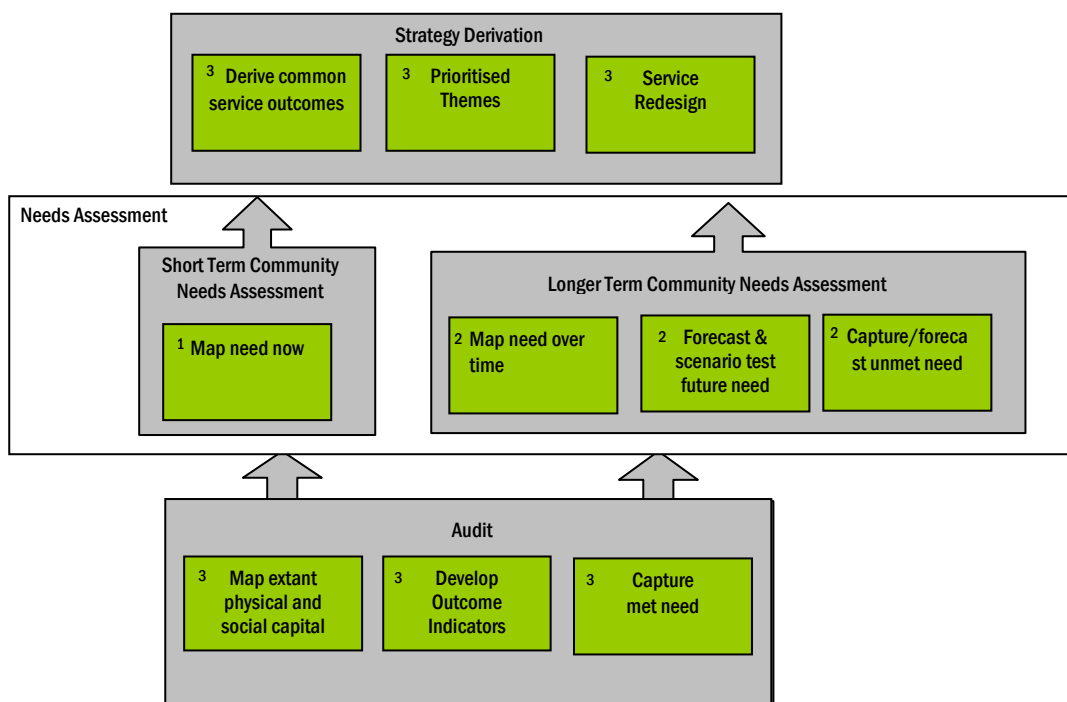
The SCNA will also inform and be complimentary to the roll out of Practice Based Commissioning during 2007/08.

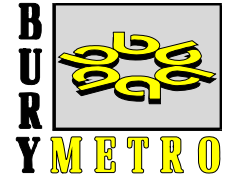
## 4 Bury's Approach

The approach is in toolkit form to flex with emerging trends and build upon work that has already been undertaken by, and between, partners to consolidate current intelligence and identify any gaps– we are not reinventing the wheel.

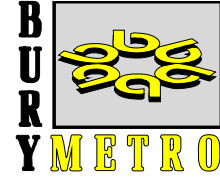
As such the toolkit is split into three distinct phases. The three main phases are:

- **Audit** – collate, and acquire where necessary, information sources and community intelligence on resource usage and need, including consultation with the community
- **Community Needs Assessment** – develop a detailed understanding of need over time, patterns and trends, dependencies and other influencing factors
- **Strategy Derivation** – based upon the needs assessment generate and evaluate what and how services should be planned and commissioned to meet future needs or indeed re-designed to meet current need.





This approach assumes a co-production model of well-being – seeing people as part of the solution, not part of the problem – is adopted across all organisations involved with the SCNA.



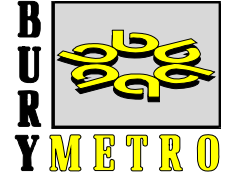
## 5 Bury's Scope

The challenge for Bury was to ensure that the scope of the SCNA was far reaching enough to yield value but not too large to become unwieldy and therefore difficult to conduct or track any emerging benefits.

To this end Bury used two variables to help define the scope – geographic area and number of stakeholders. After an options appraisal the scope was defined as the entire borough with a limited number of stakeholders. There are only minor diseconomies of scale in conducting the SCNA borough-wide and other partners can be readily included in future years.

As a pilot, it is important to get the key organisations involved in testing it, with the plan being to roll out this approach to a wider number of agencies as it is refined. As such, the following “key agencies” have been identified which account for over £300 million of annual expenditure in the borough:

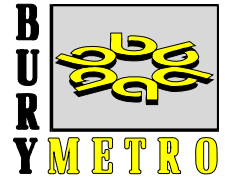
- Bury Adult Care Services
- Bury Children's Services
- Bury MBC Leisure services
- Bury MBC Libraries & Adult Learning Service
- Bury Primary Care Trust
- Six Town Housing
- Pennine Care NHS Trust
- Pennine Acute Hospitals NHS Trust
- Voluntary & Community Sector representatives



## **6 Durations and Resources**

Although there are still many unknowns about what lay ahead, due to the innovative nature, the indicative high level programme, attached over the page, and it is estimated that the entire project will run to December 2007, after a January 2007 start date.

We will be leveraging resources across all partner organisations to contribute information relevant to their organisation. In addition Bury have engaged CPC to provide: objectivity; challenge; project management support; strategic guidance and analytical support (through Dr Foster).



## **7 Contact Details**

If you require further information please contact:

### **A. More detailed information on the model:**

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### **C. For regular project reports:**

<http://www.bury.gov.uk/HealthAndSocialCare/SocialPolicy/CareNeeds/default.htm>