

<b>Title of paper:</b>	Strategic Commissioning Intentions	
<b>Report to:</b>	Children's Partnership Board	
<b>Date:</b>	27 <sup>th</sup> March 2013	
<b>Relevant Director:</b>	Candida Brudenell, Interim Corporate Director of Children and Families.	<b>Wards affected:</b> All
<b>Contact Officer(s) and contact details:</b>	Colin Monckton Head of Commissioning and Insight Tel: 0115 8764832 colin.monckton@nottinghamcity.gov.uk	
<b>Other officers who have provided input:</b>	Antony Dixon – Strategic Commissioning Manager Tel: 0115 8763491 antony.dixon@nottinghamcity.gov.uk	
<b>Relevant Children and Young People's Plan (CYPP) objectives(s):</b>		
<b>Stronger safeguarding</b> – With a key focus on ensuring that there are high standards of safeguarding across all agencies and that the Partnership takes a pro-active approach to the elimination of domestic violence.		√
<b>Healthy living</b> – With a key focus on increasing the proportion of children and young people who have a healthy weight.		√
<b>Reducing substance misuse</b> – Partnership work to lessen the impact on children of parental drug and alcohol misuse and to reduce drug and alcohol misuse amongst children and young people.		√
<b>Raising attainment</b> – Raising the attainment levels and increasing engagement in employment, education and training.		√
<b>Improving attendance</b> – Improving rates of attendance at both Primary and Secondary as a key foundation of improving outcomes.		√
<b>Summary of issues (including benefits to customers/service users):</b>		
<p>This report outlines a set of Strategic Commissioning Intentions (SCIs) for 2013/14 which establish a commissioning plan for the Council and Public Health and which will provide an important catalyst for:</p> <ul style="list-style-type: none"> <li>• improving outcomes and choice for citizens in key areas;</li> <li>• reducing costs;</li> <li>• increasing focus on early intervention and prevention;</li> </ul> <p>Delivery of these benefits will enable the Council and its partners to take a more strategic, outcome focussed approach to undertaking commissioning through application of the city's approved Corporate Commissioning Framework.</p> <p>The set of Strategic Commissioning Reviews proposed will also have the advantage of delivering key priorities contained within the Health and Well-being Strategy, Public Health, Adult Social Care and Children's Big ticket programmes.</p>		
<b>Recommendations:</b>		
<b>1</b>	Board members to note the content of the report with particular reference to Strategic Commissioning Reviews relating to Children and Young People	
<b>2</b>	Board members to support the Reviews and engage in the process where appropriate	

## 1 BACKGROUND AND PROPOSALS

The Corporate Commissioning Framework was approved in 2009 to provide a clear and consistent approach to commissioning, improve outcomes for citizens and make the most effective use of the city's resources.

In 2010, the Council brought together its previously separate Adults and Children's commissioning functions into one Directorate in order to drive forward improved commissioning in the Council and the City through the application and embedding of the Corporate Commissioning Framework. The Strategic Commissioning Intentions (SCI's) outlined in this report represent a continuation of this improvement journey and will be the main focus of work for the Quality & Commissioning Directorate during 2013/14.

Delivery of the SCI's has been the mechanism by which one of the strategic risks facing the Council i.e. "*The failure to deliver improved outcomes through the implementation and embedding of the Commissioning Framework within the directorate, the Council and with partners*" has been mitigated. As a result of implementation of the Commissioning Framework and the Strategic Commissioning Review process this risk has now been significantly reduced in the strategic risk register.

There is increasing demand in the city for a range of services for children and adults. These demand implications are set out in the Children and Young People Plan (CYPP) and the Vulnerable Adults Plan (VAP). The requirement to drive efficiencies in costs whilst meeting this demand necessitates a different more transformational approach to commissioning, namely:

- taking a radically changed approach - underpinned by greater investment in prevention and early intervention, particularly where needs and costs are already increasing significantly;
- focusing on building community capacity, personalisation and citizen choice;
- joint working to drive collaboration, integration and efficiencies between providers, citizens and partners.

The background of successful partnership working will be built on and developed further through the way the reviews are led and delivered. More involvement of all stakeholders (Councillors, partners, citizens, providers and service users) will be sought as appropriate.

A detailed "Commissioning Pathway" has been developed to translate the Corporate Commissioning Framework into a timed, step-by-step programme approach which will underpin each strategic review. The commissioning pathway is currently under-review to ensure that appropriate timeframes are accorded to each stage of the cycle in order to facilitate rigorous analysis, co-productive activity and evaluation.

## REASONS FOR RECOMMENDATIONS (INCLUDING OUTCOMES OF CONSULTATION)

### Method for defining the SCIs

Priorities within key partnership strategic and commissioning agendas have been assessed. These include the:

- Children and Young People's Plan,
- Vulnerable Adults Plan,
- draft Health and Well-being Strategy,
- Labour Manifesto (now Council Policy)
- Public Health Commissioning
- Adult Social Care Big Ticket
- Children's Big Ticket

These priorities were collated, grouped into primary and sub-outcomes and assessed against a number of metrics. These metrics were:

- financial or other demand pressures;
- degree of link to Council and wider city priorities;
- quality of outcomes for citizens currently achieved;
- areas yet to be subject of a strategic commissioning review programme

The recommendation from this assessment is that the following areas are agreed as Strategic Commissioning Intentions for 2013/14 to be progressed through application of the commissioning pathway.

Priority Strategic Commissioning Intention	Main Areas of Activity	Reasons for assessment as a year 13/14 priority	Lead Partner
<b>0-5 Early Help</b>	<ul style="list-style-type: none"> <li>• Best Start in Life</li> <li>• Parenting Support</li> <li>• NHS Commissioning Board Maternity Pathway</li> <li>• CCG Health Visiting Expansion</li> <li>• Early Intervention and Scaling Up</li> <li>• Evidence Based Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Key CYPP priority</li> <li>• Risk factors for children</li> <li>• Area of high organisational activity</li> <li>• Cost efficiencies</li> <li>• Link to Children's Big ticket Programme</li> <li>• Early Intervention opportunity</li> </ul>	Nottingham City Council Quality & Commissioning
<b>6-18 Child Well-being - Developing Well</b>	<ul style="list-style-type: none"> <li>• Public Health 5-19 Commissioning</li> <li>• Revised Operating Model for Social Care</li> <li>• Family Support in Schools</li> <li>• More Effective Support for Children With Disabilities</li> <li>• Strategic</li> </ul>	<ul style="list-style-type: none"> <li>• Key CYPP priority</li> <li>• Risk factors for vulnerable</li> <li>• Area of high organisational activity</li> <li>• Early Intervention opportunity</li> <li>• Link to Children's Big Ticket Programme</li> </ul>	Nottingham City Council Quality & Commissioning

	<p>Commissioning Approach to Placements</p> <ul style="list-style-type: none"> <li>• School Nursing</li> <li>• Young Persons Substance Misuse</li> </ul>		
<b>Health Improvement</b>	<ul style="list-style-type: none"> <li>• Physical health Improvement and lifestyle factors</li> <li>• Sexual Health</li> <li>• Early Intervention for poor mental health</li> <li>• Prison substance-misuse</li> <li>• Adults Substance Misuse</li> </ul>	<ul style="list-style-type: none"> <li>• Key Health and Well-being and Public Health priority</li> <li>• Cost efficiencies</li> <li>• Early Intervention opportunity</li> </ul>	Public Health
<b>Integrated Care</b>	<ul style="list-style-type: none"> <li>• Co-ordinated care Model</li> <li>• Independence Pathway</li> <li>• Assistive Technology</li> <li>• Single Front Door</li> </ul>	<ul style="list-style-type: none"> <li>• Key national policy objective</li> <li>• Cost efficiencies</li> <li>• Early Intervention opportunity</li> <li>• Link to Adults Big Ticket Programme</li> </ul>	Nottingham City Clinical Commissioning Group

<b>Major Work Programmes</b>	<b>Reason for Priority</b>
<b>Community Capacity Review and Commissioning</b>	Key priority contained within Vulnerable Adults Plan
<b>Safe from Harm Review</b>	Continuation of delayed 12/13 priority
<b>Review of Respite Provision</b>	Manifesto commitment and need for better targeting
<b>Review of Dementia Provision</b>	Commissioning Executive Group priority, demographic pressures
<b>Communities of Interest Funding</b>	Phase 2 of ongoing review of VS grant funding
<b>Priority Families</b>	Continuation of 12/13 priority

The Health & Well-being Board Commissioning Executive Group (CEG) have been consulted re the proposed commissioning priorities and agree that it aligns with the work-programme of the CEG

Regular reports will be provided to the Board as and when appropriate during the year in relation to progress against these key priorities.

### **OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

Include only externally provided services to be within scope of the strategic commissioning reviews, with all internal provision to be excluded from the commissioning intentions:

This was rejected because the benefits from a stronger commissioning approach are undermined by excluding internal provision. Driving efficiencies will be maximised by incorporating internal provision into the scope of this work.

Take a predominantly service led approach to commissioning intentions rather than an outcome led approach:

Undertaking a number of service reviews based on the existing services and the way in which they are provided was rejected as this has only limited ability to deliver more sustainable reduction in the required funding for meeting the needs of citizens. This is because it assumes a service delivery model that will continue in a similar shape to today (this approach may be appropriate in certain discreet areas). The Strategic plans highlight a requirement for more radical action and different ways of working to enable choice for citizens. This, when coupled with the significant financial pressures faced, means that this alternative approach would not be suitable.

## **2. RISKS**

The priorities have been generated using a range of input from partners via the consultation and planning work that has been previously undertaken through the creation of the CYPP and through consultation preceding the draft VAP. However at this stage, there has not been widespread engagement with partners over these priorities. Engagement in the Strategic Reviews by key partners is inherent in the commissioning pathway and without partner engagement we will fail to impact on service provision and on improved outcomes for children and young people

## **3. FINANCIAL IMPLICATIONS**

Further analysis of spend contained within each proposed Strategic Commissioning Review and major Work programme area will be undertaken and, where appropriate financial efficiency targets will be proposed and agreed at a future committee meeting.

#### **4. LEGAL IMPLICATIONS**

There are no legal implications to be considered

#### **5. CLIENT GROUP**

All children and young people aged 0-18yrs

#### **6. IMPACT ON EQUALITIES ISSUES**

Equality Impact Assessments will be undertaken as per the Nottingham City Council's Policy.

#### **7. OUTCOMES AND PRIORITIES AFFECTED**

All CYPP priorities will be affected

#### **8. CONTACT DETAILS**

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