

**EXECUTIVE BOARD COMMISSIONING SUB-COMMITTEE**

**12 MARCH 2014**

<b>Subject:</b>	2014/15 Strategic Commissioning Intentions		
<b>Corporate Director(s)/ Director(s):</b>	Alison Michalska Children & Families		
<b>Portfolio Holder(s):</b>	<b>Cllr Liversidge Commissioning</b>		
<b>Report author and contact details:</b>	Antony Dixon Strategic Commissioning Manager 0115 8476391 Antony.dixon@nottinghamcity.gov.uk		
<b>Key Decision</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<b>Subject to call-in</b>
			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Reasons:</b>	<input type="checkbox"/> Expenditure	<input type="checkbox"/> Income	<input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
			<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Total value of the decision: Nil</b>			
<b>Wards affected: All</b>	<b>Date of consultation with Portfolio Holder(s): 26 February 2014</b>		
<b>Relevant Council Plan Strategic Priority:</b>			
Cutting unemployment by a quarter			<input checked="" type="checkbox"/>
Cut crime and anti-social behaviour			<input checked="" type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City			<input type="checkbox"/>
Your neighbourhood as clean as the City Centre			<input type="checkbox"/>
Help keep your energy bills down			<input type="checkbox"/>
Good access to public transport			<input type="checkbox"/>
Nottingham has a good mix of housing			<input type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs			<input type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events			<input type="checkbox"/>
Support early intervention activities			<input checked="" type="checkbox"/>
Deliver effective, value for money services to our citizens			<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>			
This report outlines a set of Strategic Commissioning Intentions (SCIs) for 2014/15 which establish a commissioning plan for the Council and which will provide an important catalyst for:			
<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>			
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.			
The set of Strategic Commissioning Reviews proposed will also have the advantage of delivering key priorities contained within the Health & Well-being Strategy, Public Health, Adult Social Care and Children's Big ticket programmes			
<b>Exempt information:</b>			
None			

**Recommendation(s):**

- 1** To approve the Strategic Commissioning Intentions for 2014/15. These will be: Learning Disability; Financial Vulnerability Advice and Information; Youth Provision

**1 REASONS FOR RECOMMENDATIONS**

- 1.1 Priorities within key partnership strategic and commissioning agendas have been assessed. These include the Children and Young Persons Plan, the Vulnerable Adults Plan, the Health and Well-being Strategy, the Council Plan, the CCG 5 Year Commissioning Plan, Public Health Commissioning, the Adult Social Care Big Ticket and the Children's Big Ticket.
- 1.2 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, and areas yet to be subject of a strategic commissioning review programme.
- 1.3 The recommendation from this assessment is that the following areas are agreed as Strategic Commissioning Intentions for 2014/15 to be progressed through application of the commissioning pathway.

Proposed Review Area	Areas of Activity	Rationale
Learning Disability	Residential Placements Transitions Levels of Care Supported Living Carers/Respite	Area of high spend across health and social care, significant policy change, demand pressures and need for further transformation of provision
Financial Vulnerability Advice and Information	Welfare Rights Provision Access to Employment Housing/Debt Advice Housing Options	NCC welfare reform task and finish group indicated that advice sector needs restructuring, contracts are due for renewal and area of increasing demand
Youth Provision	Youth provision	Politically sensitive, disparity of provision across City and need to commission new provision

**2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 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.
- 2.2 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.

- 2.3 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.
- 2.4 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.
- 2.5 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.
- 2.6 A detailed "Commissioning Pathway" has been developed to translate the Corporate Commissioning Framework into a timed, step-by 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.
- 2.7 The following programme of Strategic Commissioning Reviews were commenced in 2013/14: Health Improvement, Child Development and Integrated Adult Care. They will continue to be progressed during 2014/15 in accordance with the commissioning pathway.
- 2.8 The Health & Well-being Board Commissioning Executive were consulted on 14/15 Strategic Commissioning Review priorities on 4<sup>th</sup> February and their views will be reported to Committee on the day
- 2.9 In addition to the proposed SCR's detailed in the recommendations, during 2014/15 the Quality and Commissioning Directorate will also be leading a number of major programmes of commissioning activity which are detailed in the table below.

<b>Major Work Programmes</b>	<b>Reason for Priority</b>
<b>Looking After Each Other (Building Community Capacity)</b>	Key priority contained within Vulnerable Adults Plan
<b>Child Development SCR</b>	Continuation of delayed 13/14 priority
<b>Integrated Adult Care</b>	Phase 2 of the Integrated Adult Care Programme

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

3.1 A number of other areas of provision were considered for review:

- Adults and Children’s Non-statutory Provision (high/medium priority). Further cuts to provision are likely to be required, however, difficulties are likely in conducting a broad brush review. For this reason, this option was rejected.
- Mental Health provision (medium priority). Despite high demand and significant policy development, transformational change programmes are being implemented and will need to be in prior to further review. For this reason, this option was rejected.
- Whole Life Disability provision (low priority). Children’s Big Ticket and proposed Learning Disability Strategic Commissioning Reviews will deliver priority areas for development. For this reason, this option was rejected.
- Older People provision (low priority). Despite being a high cost area, work to address priority areas (residential care and care at home) was recently completed. The Integrated Adult Care Strategic Commissioning Review (which has an older persons focus) is also still in progress. For these reasons, this option was rejected.

### **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

4.1 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.

### **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

5.1 This report does not raise any significant legal issues. To ensure the effective delivery of the services which are subject to the strategic reviews it will be necessary to ensure appropriate consultation is undertaken with stakeholders. The impact of the new EU procurement directives on commissioning of the services (in particular the abolition of Part B) will need to be assessed and Legal Services can help with this.'

5.2 It is considered that any Crime and Disorder Act implications arising from the recommendations in this report are positive.

### **6 SOCIAL VALUE CONSIDERATIONS**

6.1 As part of the co-productive engagement process integral to each SCR consideration will be given to how the services being commissioned could

improve the economic social and environmental well-being in Nottingham. By virtue of the type of services being commissioned, social improvements are expected to be delivered, particularly for those receiving services, but also economic improvements are expected with regard to the terms under which service providers employ their staff. Such considerations will support compliance with the Public Services (Social Value) Act 2012 and this will be embedded in any procurement process.

## **7 REGARD TO THE NHS CONSTITUTION**

7.1 Not applicable.

## **8 EQUALITY IMPACT ASSESSMENT (EIA)**

8.1 An EIA is not needed, as the report does not contain proposals for new or changing policies, services or functions. Individual Strategic Commissioning Reviews and specific work programmes arising from them will separately be subject to equality impact assessment (and this is specifically built into in the Commissioning Pathway process).

## **9 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)**

9.1 None.

## **10 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT**

10.1 None

## **11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT**

11.1 Andrew James, Team Leader Commercial & Contracts

11.2 Ceri Walters, Finance Business Partner