

Commissioning Planning 2016/17**New Strategic Commissioning Reviews**

Outcome to be delivered	Scope	Rationale	Key Milestones	Lead	Director Sponsor	Year End Outcome – where will we be?
CHILDREN						
Extensive and Specialist Pathway for 0-19 is defined in Nottingham <i>(if agreed)</i>	tbc	tbc	tbc			
Universal and Early Help Pathway for 5-19s defined in Nottingham.	In scope will be NCC's Youth and Play Service and other internal and external contracts relating to the 5-19 age range. Schools not directly in scope but the analysis of what works and recommendations for delivery will be made available to them.	Following on from the 0-5 pathway of services, this next phase will focus on the Universal and Early Help services and interventions available to 5-19 year olds to enable a completely revised 0-19 pathway to be developed through the strengthening of evidence-based approaches	<ul style="list-style-type: none"> • Analysis reviewed by May 16 • Recommendations completed by June 16 • 5-19 Pathway developed by June 16 • Integrated service specification completed by July 16 <i>(Procurement or alignment decision required)</i>	Chris Wallbanks/ Bobby Lowen	Candida Brudenell Sally Seely Katy Ball Helen Blackman	Universal and Early Help Pathway 0-19 defined. Evidence-based programmes recommended for delivery. Integrated service specification for 5-19 completed. Services procured or aligned.
Integrated 5-19 young people's teams <i>(to be agreed)</i>	In scope will be NCC's Youth and Play Service and other internal and external contracts relating to the 5-19 age range.	To extend the integration begun by the 0-5 children's teams and maximise the potential of integrated delivery for 0-19s	<ul style="list-style-type: none"> • Timeline to be agreed by partners and dependent on whether a procurement process was undertaken for 0-5 integrated services 	Chris Wallbanks/ Bobby Lowen	Candida Brudenell Sally Seely Katy Ball Helen Blackman	To be agreed by partners

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Young Peoples Substance Misuse Treatment	Lifeline Journey. CAMHS Head2Head DrugAware.	To refresh and provide a progress update on the young people’s substance misuse review. Specialist young people’s substance misuse service contract comes to an end 30/04/17.	<ul style="list-style-type: none"> • Review to be complete by Sept 2016 and recommendations for future commissioning made. • Procurement for any new services to be complete end Jan 17. • Any new services to be operational April 17. 	CDP	Christine Oliver	Review complete. Any procurement complete. Any new services operational.
ADULT SOCIAL CARE PROVISION						
Effective Personal Care at Home	Review of Homecare system including Framework provision and role of internal provision. Aim to align with Notts County provision and potential for joint commissioning	Current System does not have enough capacity and is under increasing pressure. Current Framework expires Dec 2017.	<ul style="list-style-type: none"> • Model agreed Jan ‘17 • ITT April ‘17 • Award contract Jul ‘17 • Commence Sep/Oct ‘17 	Michael Rowley	Colin Monckton	Model agreed and tender in progress
Integrated Mental Health Pathways* To be decided	Requires scoping. Opportunity to consider whole system support from inpatient mental health services through to community based accommodation and support. Note may be under consideration as part of Adult Integrated Care Programme (above)	Overall performance of MH provision not well understood. Commissioning activity to date has not looked across areas of provision or produced joined-up plans. Opportunity to explore integration. Increase in MH presentations in general needs homelessness services.	Subject to initial scoping and further development of model. <ul style="list-style-type: none"> • Scope – March 16 • Review arrangements and governance – April 16 • Research and engagement – April to June 16 • Development of model – July/Aug 16 • Plan for procurement 	TBC	TBC	Cross system plan for provision of MH services aligned to priorities in Wellness in Mind. Further outcomes (i.e. design of services and award of contracts) subject to plan.

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	through MH Integration Steering Group (more info may be available from Rachel Jenkins / Jo Williams)	Initial 3 year contract term for supported accommodation due to expire end 16/17.	agreed (and approval) Sept 16 <ul style="list-style-type: none"> • Procurement to commence Oct/Nov 16 • Implementation from April 17 			
Integrated Commissioning of health and social care provision	The development of a new Section 75 agreement to develop a pooled budget across health and social care assessment and provision functions.	Legislative requirement – development of pooled budget arrangements – more effective and efficient cross agency commissioning	<ul style="list-style-type: none"> • Develop new Section 75 agreement –May 2016 • Develop performance management metrics • Develop savings plan- July 2016 	Colin Monckton/Jo Williams	Candida Brudenell/ Dawn Smith	Three year savings plan agreed and being implemented
OTHER VULNERABLE ADULTS						
Provision of housing related support services for citizens at risk of social inclusion	Review of current contracts providing supported housing projects and related Independent Living Support Services	Understanding impact of LHA cap and other social housing changes. Delivering significant on-going efficiencies	<ul style="list-style-type: none"> • Undertake analysis of current services- June 2016 • Develop new operational models Sept 16 • Issue ITT Oct 16 • New services in place April 17 	TBC	Colin Monckton	New services in place
Drug and alcohol inpatient Review	Woodlands Inpatient Service (NHT) Michael Varnam House (Framework)	Inpatient was out of scope for the current commissioning of substance misuse services. It is unlikely that further efficiencies could be found within the current contract	Timescales to be confirmed. All of the following to be completed by end of 16/17: <ul style="list-style-type: none"> • Review level and profile of need • Review current provision • Identify unmet need 	CDP	Christine Oliver	Review completed. Commissioning intentions determined. Plan for any procurement in place (any procurement to begin Q1 17/18). Current providers

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		<p>arrangement for subsequent years. The market has not been tested locally. The demand for inpatient has been managed down over the last 12 months and a further review of level of need is required based on 16/17 activity.</p>	<ul style="list-style-type: none"> • Options appraisal • Commissioning intentions determined • Current provider notified • <i>Should decision be to tender</i>, procurement plan developed and market development undertaken 			<p>notified.</p>
<p>Domestic and Sexual Violence Review</p>	<p>Domestic Violence Refuges.</p> <p>Stronger Families & Rise</p> <p>Children’s Workers</p>	<ul style="list-style-type: none"> • Refuges contracts end in September. Commitment at JCG to reissue contracts for refuges due to buildings. Dispensation will be sought. • Stronger Families & Rise dispensation has been granted to extend contracts in line with recently awarded • Additional funding required for children’s workers in refuges (circa £80K). • Domestic & Sexual Violence JCG has identified gaps in provision and will be considering these in year. 	<ul style="list-style-type: none"> • Timescales to be confirmed. 	<p>CDP</p>	<p>Tim Spink</p>	<p>New refuge contracts existing providers. New Stronger Families & Rise contracts with existing providers.</p> <p>Hopefully secured additional funding to ensure sustainability of children’s workers. Review and plan for identified gaps through the D&SV JCG.</p>

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	Implementation of domestic & sexual violence contracts	<ul style="list-style-type: none"> New domestic and sexual violence contracts awarded in 15/16 to be implemented. Partnership arrangements with other funders to be finalised. 				New services fully operational. Partnership requirements regarding performance and financial management being met.
Hospital Substance Misuse Care Team	Hospital Liaison Service (Framework – CDP Commissioned) Rapid Response Liaison Psychiatry Substance Misuse Element (NHT – CCG Commissioned)	Alignment of current two services through tendering will allow for a more streamlined and effective service (including covering more wards) with reduced duplication.	<ul style="list-style-type: none"> Timescales are to be confirmed. Funding issues are currently being resolved and additional funding to provide an even more holistic service (covering ED) is being sought through Vanguard. 	CDP	Christine Oliver	New integrated Hospital Substance Misuse Care Team procured and operational.
Criminal Justice Treatment Service Review	Clean Slate (Framework)	Contract due to end April 2018. Lease on current Adult Offender Building December 2017. Review will begin in 2016/17.	<ul style="list-style-type: none"> Review to begin January 2017 	CDP	Christine Oliver	Review underway.

Priority Work Areas

Outcome to be Delivered	Scope	Rationale	Key Milestones	Lead	Director Sponsor (draft)	Year End Outcome – where will we be?
CHILDREN						
Integrated 0-5 children's teams	Health Visitors, Family Nurse Partnership, Breast Feeding Peer Supporters, Early Help Team (Potentially Children's Nutrition Team, Portage)	Maximise the potential of commissioned services; Health Visitors, FNP, Breast Feeding Peer Supporters and internal Early Help Service to work in an integrated way with a shared outcomes framework.	From April 16, <ul style="list-style-type: none"> • Joint Venture Governance Structure is established and a model for the delivery of the integrated service specification is developed. • Implementation date to be agreed by partners depending on whether a procurement process needs to be undertaken. 	Chris Wallbanks/ Bobby Lowen	Candida Brudenell Sally Seely Katy Ball Helen Blackman Phyllis Brackenbury	0-5 children's teams are established, aligned to the 8 Care Delivery Group areas and delivering the specification.
Future in Mind Transformation Plan (including CAMHS work)	Promoting resilience, prevention and early intervention Improving access to effective support Care for the most vulnerable Accountability and transparency Developing the workforce	Future in Mind is Government Guidance on promoting, protecting and improving children and young people's mental health and wellbeing. All areas have been asked to baseline their provision and submit an action plan. Supportive funding has been made available nationally.	(34 point action plan available) <ul style="list-style-type: none"> • Promoting whole school approaches to promoting MHWB April 16-March 17 • Develop and implement care bundles across the CAMHS pathway by Dec 16 • Increase capacity in the system to support more CYP by March 16 • Develop a website for CYP by June 16 	TBC		

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			<ul style="list-style-type: none"> • Review Crisis and Intensive Home Treatment Service by Sept 16 • Review support to vulnerable groups (tbc) 			
<p>Commissioning and Sufficiency of Children in Care Placements</p>	<p>Ensure sufficient accommodation for Looked After Children and Young People. Determine new methods and models (local, regional and sub-regional) for the commissioning and contract management of care placements, informed by current and anticipated sufficiency requirements.</p> <p>Maximise quality, value for money and opportunities to reduce spend on CiC placements.</p>	<p>£34m annual spend, changing cohort needs, market sufficiency and capability needs, outcomes still relatively poor for this group.</p>	<ul style="list-style-type: none"> • Sufficiency analysis to inform 2016-18 strategy to commence April 2016. • Commence implementation of semi-independent block and framework contracts August 2016. 	<p>Anne Partington Holly Macer</p>	<p>Candida Brudenell, Helen Blackman, Katy Ball</p>	<p>Semi-independent (16yrs+) accommodation and support block contract and framework to be implemented in August 2016.</p> <p>Formalised commissioning arrangements for Edge of Care support to be agreed and implemented (date tbc).</p> <p>New commissioning models identified and in place for; fostering bridging placements, fostering block contracting/formal volume discount</p> <p>Continued implementation of residential block contract (projected saving of circa</p>

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						£300k+ in year)
Enhanced Whole Life Choices for Children With Disabilities	See Enhanced Whole Life Choices for People with Disabilities under Adult Social Care Provision					
ADULT SOCIAL CARE PROVISION						
Enhanced Whole Life Choices for People With Disabilities	Transforming Care Accommodation and support, life opportunities, integrated working. SEND Reforms integrated planning between adults and children transition Make/buy/sell decisions Provide commissioning support to Whole Life Disability Programme	Continuation of 15/16 review – area of high spend – Transforming Care Fast Track requirements Legislative change, demographic increase and potential for budget pressures, partnership work	<ul style="list-style-type: none"> • Short break services ITT March 16 • Review of residential short breaks May 16 • New services in place Sept 2016 • New staffing assessment model Aug 16 • Implementation of Whole Life Disability Programme April 16 onwards • New Fast Track Transforming care Model in place April 16 onwards 	Clare Gilbert	Colin Monckton/Katy Ball/Lucy Davidson	Improved choice of short breaks Integrated model for short breaks between CCG and NCC Savings identified in relation to short breaks Fast Track Programme fully operational
Carers Provision	Review of current carer services commissioned by CCG and NCC	Alignment of carer services to increase alignment and support BCF arrangements Services need to align better to Care Act requirements	<ul style="list-style-type: none"> • Joint Strategic Commissioning Review by NCC and CCG completed June 2016 • New service model developed May/June 2016 • Aligned/joint commissioning of new services to take place 	Lisa Lopez	TBC	New services in place ready to commence. Work taking place with Health and Social Care providers to integrate carers into the planning and support for the cared-for citizens.

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			<p>from August 2016</p> <ul style="list-style-type: none"> • New services in place April 2017 			
Day and Evening Services Framework	<p>Review of current framework for the provision of day and evening activities</p>	<p>Current framework ends February 17. Current framework does not deliver sufficient flexibility and does not support innovation. No learning disability services are on the current framework</p>	<ul style="list-style-type: none"> • Analysis of services and model Aug 16 • Develop new model Sept 16 • Day and Evening ITT Issued Oct 16 • New Framework in place Feb 2017 	TBC	TBC	<p>New framework or approved provider list of Day and Evening Opportunities will be developed</p>
Implementation of Financial Vulnerability Services	<p>Implementation of new elements of system of Advice Services:</p> <ul style="list-style-type: none"> • Shared appointment setting • Shared information / database • Shared access systems – e.g. telephone line <p>Development & implementation of trial preventative approaches (using 5% annual contract value reduction)</p> <p>Development & implementation of projects funded through Transformation Challenge Award – focus on</p>	<p>Improved coordination and efficiency of advice services.</p> <p>Improved ease of access to advice services.</p> <p>Earlier identification of people experiencing or at risk of financial difficulty</p> <p>Earlier intervention with people experiencing or at risk of financial difficulty</p> <p>Agreed following the findings of Financial Vulnerability Strategic Commissioning Review and set out in the commissioning recommendations to</p>	<p>Implementation Steering Group and project planning – Mar/Apr 2016</p>	Michael Rowley	CM	<p>New elements of advice system implemented and in daily use by services and citizens.</p> <p>First year trial project of preventative approaches in operation and identifying and supporting people at risk sooner.</p> <p>TCA projects developed and in operation.</p>

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	sustainable financial security through employment education & training	CPSC. New elements of system included in procurement of services				
OTHER VULNERABLE ADULTS						
Implementation of adult substance services model	Integrated alcohol drug & alcohol treatment & support service (new). Specialist needle exchange & sexual health service (new). Family support service (new).	New substance misuse adult treatment system contracts tendered in 15/16 with contracts anticipated to be awarded April 16 and operational July 16. Safe implementation of new services required to ensure safe transfer of care and prescribing for existing service users. Performance typically dips during implementation and first year of new substance misuse contracts.	<ul style="list-style-type: none"> • Contracts awarded April 16 • Service to be operational July 16. • Ongoing support and full implementation 	CDP	Christine Oliver	New treatment system fully operational. All current service users safely transferred to the new provider/service. Performance returning to current levels.
Implementation of Healthy Lifestyles Model	Make or Buy considerations, in scope - smoking cessation, weight management on referral, public health nutrition team, and physical activity on referral, healthy lifestyles hub and access to leisure services. Public Health efficiencies.	To determine the most effective use of resource available from the Public Health Grant in supporting citizens to increase physical activity, improve diet and nutrition, reduce obesity and reduce smoking.	<ul style="list-style-type: none"> • New model confirmed April `16 • Draft spec May `16 • CEG May `16 • Exec Board June, `16 • Tender process July `16 • Award Sept `16 • Mobilisation March `17 • Service starts March `17 	John Wilcox and Gayle Aughton	Alison Challenger	More effective and efficient healthy lifestyles model to address the healthy life expectancy for adults in Nottingham City.
Implementation of sexual health services	Ensure implementation of re-commissioned services	Maximise the potential of recently commissioned services:	<ul style="list-style-type: none"> • Commissioning of main Integrated Sexual Health Service (ISHS) 	TBC		New services delivering against respective

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	<p>Undertake a review of current primary care services, (including service review of specific services) to determine future commissioning proposals</p>	<ul style="list-style-type: none"> • ISHS • sexual health and needle exchange service, • STI and social care, • primary care services; • online STI testing services (chlamydia, HIV) • C-card <p>To work in an integrated way to deliver improvements in sexual health outcomes.</p>	<p>undertaken in 2015/16, however requires an on-going review including managing activity within the financial cap / offer an opportunity to ensure main service provides full integration of contraception and STI services</p> <ul style="list-style-type: none"> • Primary care services due to expire end 16/17. 			<p>specifications and performance indicators</p> <p>Handover to new providers (where applicable) and mobilisation/implementation of new services completed</p> <p>Integrated Sexual Health Service (ISHS) delivering an integrated STI & contraceptive service</p> <p>Service review of primary care services, with new model and recommendations for future commissioning.</p>
<p>Looking After Each Other (LAEO)</p>	<p>Building capacity of citizens and in communities, so that better able to look after themselves and each other. By doing so significantly reduce the demand, and cost of, public services Phase 1 targeted at Vulnerable Adults (VA) (reducing demand for health and social care services) Phase 2 Vulnerable Children and Families (reducing flow of children</p>	<p>Universally accepted that public services cannot continue to operate as they are – and that there is a need to rebalance the system so that citizens and communities do more</p> <p>LAEO programme designed to be a key mechanism to bring about this change and rebalancing of the system</p>	<ul style="list-style-type: none"> • Volunteering Strategy and supporting action plan agreed by sponsor and executive lead councillor Feb 16 • Impact analysis of Vulnerable Adults pilots complete – decisions on scaling-up made March 16 • Loneliness action plan agreed (linked to HWBB) – April 16 • CSR initiatives of city's 	<p>Kevin Banfield</p>	<p>Candida Brudenell</p>	<p>Volunteering Plan implemented – resulting in increased levels of informal volunteering</p> <p>Year 1 of Loneliness action plan implemented, with measureable reduction in levels of loneliness amongst target groups</p>

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	into care)		<p>major businesses aligned around a small number of key priority areas May 16</p> <ul style="list-style-type: none"> • Overall Communications strategy agreed and starting to be implemented July 16 • All strands of Bulwell Pilot implemented and impacts of early projects evaluated Oct 16 			<p>Bulwell pilot complete, results and impacts evaluated – and model being rolled-out to other areas of the city</p> <p>Volunteering efforts of the city's major businesses aligned around city priorities</p>
Implementation of Information and Advice Provision	Implementation of a web based service directory. Information and Advice direction for City included in the Health & Well Being Strategy.	Statutory Compliance under the Care Act Section 4.	<ul style="list-style-type: none"> • Approval of finance (March/April 2016) • Signing of contract with successful provider (March 16) • Implementation project team in place. • Key staff in place by June 2016. • Marketing & Communications Plan being implemented September 16. • 1st Phase of Directory development in place by October 2016. • Handover fully to market development team by Nov/Dec 16. 	RG/KK/AG & KL	Helen Jones/ Linda Sellars Helen Blackman Alison Michalska	Phase 1 of Directory on the web. Citizen, workforce and provider buy – in.