

Title of paper:	Child Development Strategic Commissioning Review	
Report to:	Children's Partnership Board	
Date:	31 st October 2016	
Relevant Director:	Katy Ball: Director of Commissioning and Procurement	Wards affected: All
Contact Officer(s) and contact details:	Chris Wallbanks: Strategic Commissioning Manager chris.wallbanks@nottinghamcity.gov.uk . Tel: 8764801	
Other officers who have provided input:		
Relevant Children and Young People's Plan (CYPP) priority:		
Safeguarding and supporting children and families: Children, young people and families will benefit from early and effective support and protection to empower them to overcome difficulties and provide a safe environment in which to thrive.		<input checked="" type="checkbox"/>
Promoting the health and wellbeing of babies, children and young people: From pregnancy and throughout life, babies, children, young people and families will be healthier, more emotionally resilient and better able to make informed decisions about their health and wellbeing.		<input checked="" type="checkbox"/>
Supporting achievement and academic attainment: All children and young people will leave school with the best skills and qualifications they can achieve and will be ready for independence, work or further learning.		<input checked="" type="checkbox"/>
Empowering families to be strong and achieve economic wellbeing: More families will be empowered and able to deal with family issues and child poverty will be significantly reduced.		<input checked="" type="checkbox"/>
Summary of issues (including benefits to customers/service users):		
<p>The Child Development Review is being undertaken by Nottingham City Council in partnership with Nottingham City Clinical Commissioning Group (CCG) in response to the opportunity for increased integration of commissioning and service delivery offered by the transfer of commissioning responsibilities for Health Visitors and the Family Nurse Partnership (FNP) to the Local Authority in October 2015.</p> <p>In order to maximize the potential for increased integration, an in-depth review of existing preventative and early help services needed to be undertaken. This would then provide an opportunity to redesign universal / preventative and early help services to be more efficient and evidence-based and to develop one comprehensive written pathway of services for pregnant women, babies, children and young people up to the age of 19, which Nottingham does not presently have.</p> <p>This pathway re-design, co-produced with partners and families will ensure a consistency of approach throughout the City, create a mechanism for the Small Steps Big Changes programme (SSBC) to influence system change, increase integrated working to support OFSTED inspections of our Children's Centres and as an Early Intervention City, the process will enable us to identify which programmes and workforce approaches we should invest in and where we can use evidence to improve the system as a whole for our children and young people.</p> <p>Integrating the functions of existing teams, where appropriate, will offer an opportunity for</p>		

providers to innovate, free from historic divisions between services, in order to provide (or create the potential for) services that are more streamlined and responsive to the needs of children and their families and that make more efficient use of resources.

National research has provided evidence to show that families would like a more joined up system and this is borne out locally through our conversations with families.

The Review will be undertaken in two phases; the first focusing on the 0-5 age range and the second focusing on the 5-19 age range.

Implementation of phase 1 will begin in April 2018.

Recommendations:

1	To note the progress made on the Child Development Review to date
2	To comment on the draft pathway of services and interventions for 0-5 year olds which are subject to change after wider consultation

1 BACKGROUND AND PROPOSALS

Context:

The Child Development Review was triggered initially by the nationally proposed transfer of the commissioning responsibilities for Health Visitors and FNP from NHS England to Local Authorities in October 2015 and the need to consider their integration into existing children's delivery teams. During early discussions, it was recognized that a Strategic Commissioning Review of existing service provision would provide a clear context for integration and an opportunity to design an updated 'pathway' of services for pregnant women, babies, children and young people; strengthened through the increase of evidence based programmes and approaches.

Through the co-productive redesign of service provision, it would be possible to increase integrated working, develop a consistent offer of services across the City, improve the quality of services to meet inspection requirements for our Children's Centres and as an Early Intervention City, to be very deliberate about which programmes and workforce approaches to invest in, or stop delivering, during this time of budgetary pressures, and to consider what system changes would add more value to our work.

The service redesign would be undertaken within the context of existing service improvements and reviews, including the commissioning of contracts, within the City Council and the CCG. The review team is working very closely with colleagues and partners to ensure a consistent and collaborative approach to system change.

The Steering Group that oversees the work includes representatives from Nottingham City Council's Early Help Team, the Early Years Team, Public Health, the Crime and Drugs Partnership, representatives from the Change and Improvement Team and partners; including representatives from Nottingham City Clinical Commissioning Group, Futures, the Voluntary and Community Sector, NHS England and SSBC.

Process:

Before any analysis work was undertaken, partners considered what it was that we wanted our services to achieve for the 0-19 population. An outcomes framework for pregnant women,

babies, children and young people up to the age of 19 has been developed and agreed by the partnership and is reflected within the updated Children and Young People's Plan.

An analysis of need has been undertaken through reviewing Nottingham's key population level indicators and the JSNA and benchmarking against statistical neighbours. The Early Intervention Foundation supported this process

Alongside the analysis of need, a piece of work was undertaken to identify evidence-based practices and 'best practice' as indicated within national guidance documents which supported each of the 21 outcomes. The Early Intervention Foundation provided advice on a number of evidence-based programmes which were deemed to be worthy of consideration. This 'evidence' section also included actions which have derived from other reviews or inspections, for example the CAMHS Review, the Maternity Review, the Children's Centre Ofsted Inspection etc.

With the support of the Steering Group and a number of practitioner interviews, the review team mapped existing provision, gaps in provision and inconsistencies in delivery against the 21 outcomes, identified need and best practice. Through discussions with the Small Steps Big Changes team we have also identified which of their proposed programmes we may be able to implement in the future as part of this pathway, depending on the outcome of their evaluations. Whilst the schools agenda was represented on the Steering Group it was not in scope within the mapping of provision exercise. However, schools are included within the recommendations element of the review.

The process has resulted in a set of draft recommendations based on:

- The continuation of existing good practice
- The implementation of new evidence-based programmes and approaches
- The implementation of 'best practice' (where robust evidence is unavailable)
- System change
- Workforce development

A consultation process has been undertaken with key stakeholders and views collated. Amendments to some of the recommendations have been made and the final set of recommendations will inform the development of a strengthened pathway of services.

PRESENT POSITION

Progress on developing a strengthened pathway of services:

A draft strengthened pathway of universal and early help services (Appendix1) has been co-produced with partners, based on the recommendations which resulted from the analysis phase of the review.

Nottingham City Council and Nottingham Clinical Commissioning Group agreed that the first phase of integration should focus on the 0-5 age range as the majority of services for this age group are now commissioned or delivered by the Local Authority

The pathway identifies existing provision in black and recommendations for change are in green.

Progress on developing an integrated approach to deliver the strengthened pathway:

Over the last few months, the review team has been developing a draft service specification which incorporates all of the services and interventions within the strengthened pathway for this age range.

Essentially, this reflects the existing functions of the Health Visitors, the Family Nurse Partnership, the Breastfeeding Peer Supporters, the children's elements of the Public Health Nutrition Team and the Early Help Service.

The Maternity Services are commissioned by the CCG and when re-commissioning takes place, there will be greater alignment with our shared outcomes and processes. Discussions are now taking place to consider the recommendations within the National Maternity Review 'Better Births' and how these align with the pathway of services.

The Early Years' Service has been central to the review process, advising on the development of the outcomes and indicators as well as the pathway of services, ensuring that processes are consistent and links are made where appropriate.

Next Steps:

The next part of the process is to tender for a 'Delivery Partner'. All existing providers, and potentially new ones, will be brought together to co-produce a delivery model, based on the integrated service specification, that is free from historic service boundaries, builds on what is working well and addresses any existing system challenges which are the result of silo-based working. The Delivery Partner will work alongside our Early Help Service and the implementation of the final agreed model will start in April 2018.

2 RISKS

By not undertaking this activity, there is a risk of delivering programmes and approaches that have no strong evidence base and therefore are less likely to have positive outcomes. In the current climate of reduced resources, there is a risk that existing services are not able to deliver high quality provision.

By undertaking the activity, we are focusing on the implementation of evidence based programmes and approaches, working more coherently and consistently to a shared set of outcomes and indicators and utilising our resources in the most effective way possible.

3 FINANCIAL IMPLICATIONS

The delivery of the pathway of services through an integrated approach will be within existing resources and subject to decisions relating to the broader budget context.

4 LEGAL IMPLICATIONS

The legal team will provide input into the process when required to do so.

5 CLIENT GROUP

The client group includes all 0-5s in receipt of our universal and early help services.

6 IMPACT ON EQUALITIES ISSUES

The services will work with all 0-5s and their families at some point

7 OUTCOMES AND PRIORITIES AFFECTED

The outcomes and priority areas within the CYPP have informed the development of the service specification and therefore all will be addressed.