

Agenda Item 5

Report to: (Board/Sub-Committee):	Union Board
Date of Meeting:	Tuesday 19 th March 2019
Subject:	Union Commissioning Approach and Priorities for 2019
Presented by:	Helen Kenyon, Chief Operating Officer

STATUS OF THE REPORT (auto check relevant box)

For Information

For Discussion

For Approval / Ratification

Report Exempt from Public Disclosure No Yes

PURPOSE OF REPORT:	<p>This report has been prepared to provide the Union Board with an update regarding the work on developing a common commissioning approach for the Union and a proposed set of priorities for 2019.</p> <p>The Union Executive and the senior leadership teams from NELC and CCG have developed a common commissioning approach which includes a common definition of commissioning, a set of underpinning principles and a proposed list of commissioning priorities for 2019.</p> <p>The detail is set out within the attached report, from page 3 onwards.</p>
Recommendations:	The Union Board is asked to approve the commissioning approach and proposed priorities for 2019.
Sub Committee Process and Assurance:	N/A
Implications:	
Risk Assurance Framework Implications:	There is a risk to the effective operation of the Union, and our ability to move from partnership to integration, if we do not have an agreed common approach to commissioning and agreed priorities for 2019.
Legal Implications:	N/A
Equality Impact Assessment implications:	<p>An Equality Impact Analysis/Assessment is not required for this report <input checked="" type="checkbox"/></p> <p>An Equality Impact Analysis/Assessment has been completed and approved by the EIA Panel. As a result of performing the analysis/assessment there are no actions arising from the analysis/assessment <input type="checkbox"/></p> <p>An Equality Impact Analysis/Assessment has been completed and there are actions arising from the analysis/assessment and these are included in section ____ of the enclosed report <input type="checkbox"/></p>
Finance Implications:	N/A

Quality Implications:	<p>This report details a positive impact on quality. <input checked="" type="checkbox"/> The proposal put forwards, if agreed, would have a positive impact in terms of enabling providers to meet safe staffing targets. The review is also centred on improving the quality of experience for service users.</p> <p>This report details a neutral impact on quality. <input type="checkbox"/> The report will not make any impact on experience, safety or effectiveness.</p> <p>This report details a negative impact on quality. <input type="checkbox"/> The report details the need for budgets to be significantly reduced. It is clear that the report summarises that quality will be negatively impacted by this as decisions to remove services/provide a lower level of provision to solely meet the 'must do's' of provision in terms of meeting people's needs has to be made. It is forecast that service user experience will be negatively impacted by this position.</p>
Procurement Decisions/Implications (Care Contracting Committee):	N/A
Engagement Implications:	This approach has been developed through strategic mapping sessions involving the Union Executive and leadership teams of NELC and the CCG.
Conflicts of Interest	<p><i>Have all conflicts and potential conflicts of interest been appropriately declared and entered in registers which are publicly available</i></p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
Links to CCG's Strategic Objectives	<input checked="" type="checkbox"/> Sustainable services <input checked="" type="checkbox"/> Empowering people <input checked="" type="checkbox"/> Supporting communities <input checked="" type="checkbox"/> Delivering a fit for purpose organisation
NHS Constitution:	https://www.gov.uk/government/publications/the-nhs-constitution-for-england
Appendices / attachments	Details of commissioning approach and priorities follow from page 3. Union Commissioning Approach and Priorities Slides attached.

Union Commissioning Approach and Proposed Priorities 2019

Context

The Union Executive and NELC and CCG leadership teams have been working together to develop a common approach that will support the Union in commissioning appropriate responses to deliver against the NEL outcomes, within the overarching context of the Wellbeing Framework.

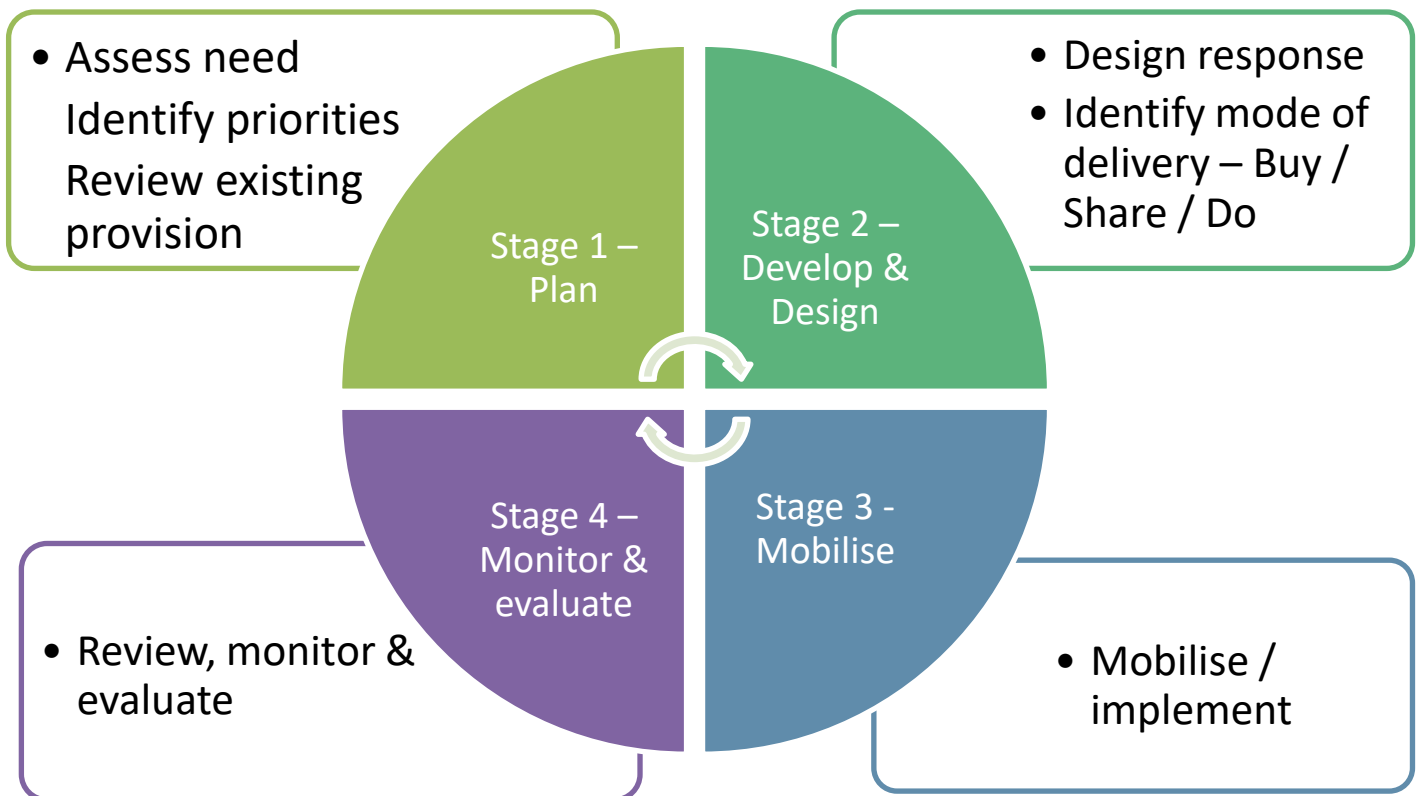
This paper has been prepared to set out the proposed commissioning approach for the Union, which includes a common definition of commissioning, a set of underpinning principles and a proposed list of commissioning priorities for 2019. It also provides an update regarding progress against priorities identified in 2018.

Commissioning Approach

The teams reviewed and discussed their existing definitions of commissioning and identified that the approaches were not significantly different, but that terminology and understanding of certain terms and how these were implemented differed. As a result of this, a common definition of commissioning was developed and is proposed as follows:

Commissioning is the process by which we assess the needs of the population and ensure that appropriate responses are designed and delivered, to improve their health, care and life experiences.

The various stages of the commissioning cycle used by the NELC and CCG were also reviewed; again, whilst terminology differed, the stages were essentially the same. The proposed Union commissioning cycle is set out below:



Principles

In agreeing the commissioning approach, a set of shared principles have been developed. These principles will underpin and guide Union commissioning activities and they are as follows:

We will:

- have a single approach to assessing the impact of any proposed change.
- collaborate with others where it makes sense to do so (e.g. STP /neighbouring authorities).
- where possible commission local responses that are evidence-based & take into account the social value impact.
- ensure our responses meet the needs of individual communities with a clear alignment to place based plans and outcomes
- co-produce our responses with people, their carers and wider local community
- ensure that our responses promote independence within the population and develop individual capacity and resilience through active prevention, wellbeing and self-care approaches that deliver improved outcomes for people.
- actively promote innovation including the use of technologies and digital approaches.
- put outcomes for people at the heart of the commissioning process.
- put a strong focus on delivering better-value, effective care, with quality and safety considered at each stage.
- commission responses that support integration and interoperability across the system.
- develop a workforce ethos, which promotes rights based care, wellbeing and independence.

Priorities

In 2018 the Union agreed the following priorities for action, many of which involve transformational change and therefore will take more than one year to and progress. The priorities for 2018 and at a high level the items delivered under the priority headings were as follows:

- Use of Estate “Public Estate”
 - The CCG and LA now together in the Municipal buildings
- Mental Health
 - The Mental Health needs assessment has been completed
- Housing – Extra Care / Specialist
 - The Housing Board has been reshaped and refocused
- Intermediate Tier
 - Gained an understanding of the limitations of the current service and the options being developed for future provision
- Intelligence and Information/Data & JSNA
 - Joint work taking place to inform a Population health approach
- Adult Review
 - Adult Services Independent Review completed
- New Safeguarding arrangements
 - Understanding of new requirements and proposals for amending and improving current arrangements developed

The Union leadership support has as part of the commissioning development work reviewed the 2018 priorities and then developed the proposed priorities for 2019. Whilst at a headline level some of the 2019 priorities appear to be the same as in 2018, this reflects that there are different phases of the work required within those priorities, and the 2019 priorities are focused on progressing the next phase.

The proposed priorities for 2019 including their specific focus areas (including the stage in the commissioning process) are and the proposed lead for each area is:

- Use of Estate “Public Estate”
 - Property rationalisation (Stage 3) – Sharon Wroot
- Mental Health
 - Identify gaps and develop & design responses to address the gaps (Stage 2) – Leigh Holton
- Housing – Extra Care / Specialist
 - Delivery of extra care housing at Winchester Avenue (Stage 3) –Bev Compton
- Intermediate Tier
 - Develop & design response to gaps and commence implementation of agreed response (Stage 2) – Helen Kenyon
- Adult Review
 - Develop and design responses to address issues identified (Stage 2) – Bev Compton
- New Safeguarding arrangements
 - Implement new requirements for safeguarding children (Stage 3) – Jan Haxby
- SEND
 - Implement action plan and review transitions process (Stage 2) – Steve Kaye
- Vulnerable childrens review
 - Health Needs Assessment to be completed (Stage 1) - Diane Halton
- Transport
 - Define scope, review existing provision & identify priorities (Stage 1) – Clive Tritton
- Prevention
 - Smoking in pregnancy (Stage 1) – Diane Halton

It is worth highlighting that in addition to these commissioning priorities, there are other strands of work relating to the further development of the Union arrangements which will continue in 2019. These are:

- Moving from Partnership TO integration
- Continuing to build unequivocal mutual understanding
- Moving from Health and care TO health and wellbeing
- Shaping the “virtual” one organisation
- Developing the single leadership team
- Developing our Union culture, values and behaviours
- Telling the story and evidencing the impact (i.e. our external focus)

Next Steps

Once the priorities for 2019 have been agreed at the next stage will be to work with the identified leads for each area to define the milestones for completion during the year and the timescale within each milestone will be completed. This will then form the basis of the Unions Commissioning workplan for 2019 against which the Union Board will receive regular progress updates on.