Report to HEALTH SCRUTINY COMMITTEE

Right Start Core Service – Oldham’s Integrated Early Years offer

Portfolio Holder: Cllr Jean Stretton – Cabinet member for Health and Well Being

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Purpose of the Report

To provide an update on:

- The GM Early Years Programme and the work of the Prevention and Early Intervention Board
- Oldham’s response to the GM work stream including the commissioning of the Right Start Core Service; and to

Discuss how councillors can play a role in promoting the service as well as gaining a better understanding of what Oldham wants to achieve.

Executive Summary

On 23rd February 2015 Cabinet approved the new integrated delivery model for Oldham Early Years Offer from April 2016. The new integrated delivery model for Oldham has been developed and aligned to the Greater Manchester new delivery model for Early Years, an approach that Oldham was already testing and was instrumental in shaping from the start. The model will ensure the delivery of the 8 stage assessment process, the associated intervention pathways and the direct link to the Early Help Offer.
The challenge was to reduce Council spend whilst still maintaining the outcome led vision for all Oldham’s young children which will see them 'Ready to Learn' whilst also addressing the currently poor Public Health outcomes for children.

In addition we aligned commissioning and procurement arrangements for 5-19 public health functions (School Nursing) to the Early Years Offer, by arranging them in to ‘lots’ enabling a consistent approach across 0-19 services

**Recommendations**

For local councillors to support the transformation being undertaken at a local level, particularly where councillors are members of District Advisory boards.
Overview and Scrutiny Board

9th February 2016

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1 Background

1.1 A key element of the GM devolution agenda is to improve early years outcomes building on previous initiatives at GM level. The GM Growth and Reform plan sets the context for ensuring services are focused on improving ‘school readiness’ and enabling parents to give their children the best possible start in life with a focus on:

- Prioritising delivery and effectiveness of universal and targeted services in the antenatal period and to children age 0-5 and their families
- Early identification of risks and developmental delays supported by evidence based assessments and interventions
- A GM wide approach to further improving high quality early education and child care and increasing the skills and qualifications of the early years and child care workforce
- Helping workless parents to access education and training to help them towards work

1.2 This has formed the direction of our thinking in Oldham when designing Oldham’s version of the Early Years New Delivery Model which we in Oldham now refer to as ‘Right Start’. It should be noted that the Right Start Core Service is just that, the core service, whilst the wider model includes midwifery, schools and early years settings supported by whole system workforce reform.

2 Oldham context

2.1 The Council currently commissions 16 children’s centres that are delivered on a district basis across Oldham. The transfer of 0-5 Public Health responsibilities and associated commissioning duties to the Council has provided the opportunity to fully integrate the health visiting and children’s centres services to create a single service for under 5’s, within the current construct of a district delivery model.

2.2 Oldham Council has worked collaboratively with NHS England GM Area Team and Greater Manchester Combined Authority (GMCA) in constructing the final model to be commissioned. Key leads for this project in Oldham, are working with GM’s Starting Well Strategy Group to work on consistent implementation of a GM approach to Early Years and to consider opportunities to expand good practice models and scale up to GM level.

2.3 On 23rd February 2015 Cabinet approved the new integrated delivery model for Oldham Early Years Offer from April 2016. The model will ensure the delivery of the 8 stage assessment process, the associated intervention pathways and the direct link to the Early Help Offer.

2.4 We also aligned commissioning and procurement arrangements for 5-19 public health functions (School Nursing) to enable a streamlined approach across 0-19.

2.5 An open tender exercise commenced on 1st June 2015 for Oldham’s Early Years Offer and School Nursing Service. The contract will commence on 1st April 2016 until 31 March 2019. An option to extend for a period of two year may be exercised on an annual basis.

2.6 Providers were able to tender for individual lots or both and were required to demonstrate effectively their ability to meet service requirements.
2.7 The contract price represented a £1.2 million saving on the current combined contract prices.

2.8 In Oldham the ‘Right Start Core Service’; a single service with a single set of performance outcomes whereby the ultimate aim is that ‘children are developing well and ready for school’. The service will deliver the following services:

- Health Visiting (HCP)
- Children’s Centres
- Family Nurse Partnership (FNP)
- Oral Health; and
- deliver Oldham’s version of the GM 8 stage assessment and intervention model

3 Current Position

3.1 Formal contract award has been made to Bridgewater Community Healthcare NHS Foundation Trust and the Council will work with the incumbent and new provider to ensure a safe transfer to the new model from 1st April 2015.

3.2 A detailed implementation plan will be monitored by the project group and overseen by the Council’s Project Management Office. Progress will be formally reported to the following boards within the Council:

- Early Years and Childcare Board;
- Public Health Transformation Board;
- Children’s Assurance Group;
- Local Safeguarding Children’s Board; and
- Best Start in Life Partnership.

3.3 Oldham continues to work with the GM area team, on the Early Years/Start Well workstream to inform and agree joint approaches to future commissioning. GM are currently conducting an evaluation of each locality in respect of their current position in the delivery of the early year model and will identify potential opportunities to scale up approaches.

3.4 Greater Manchester are also looking to establish a single, consistent set of performance measures for Early Years, which is something Oldham have set out to achieve within this new commission. We will be integrating current performance and service data from children’s centres and child health services, establishing a core data set and enabling robust reporting on the 0-5 cohort, with clear accountability for specific outcomes.

4 Key Issues for Overview and Scrutiny to Discuss – key elements of the Bridgewater model

4.1 Bridgewater Community Healthcare NHS Foundation Trust has experience of leading/being the accountable body for Sure Start Children’s Centres over a number of years. They evidenced a good knowledge of the expectations of Care Quality Commission, Ofsted and the Children’s Centre Statutory Guidance at interview.

4.2 Bridgewater will be the sole provider bringing together all functions as required in a ‘single service’ and securing a unified public health leadership system within the model. As Bridgewater will be the sole employer, information can be shared freely between the
functions, where parent and young people have consented removing previously perceived barriers.

4.3 The integrated model starts at pregnancy and continues through the early years, childhood and the teenage years (0-19). Bridgewater will deploy senior managers aligned to Oldham’s District model. The staff delivering all functions will form the 0-19 integrated team and be co-located wherever feasible in Oldham’s Children’s Centres.

4.4 The improved use of ICT has been a particular focus in the transformation of the service, the aim being to reduce the burden of paper recording and gathering intelligence. The provider has committed to implementing their electronic Integrated Digital Care Record (IDCR) within the first year of the contract. This will enable staff to use the mobile application giving them online and offline access to user records, no matter their location, including in service user homes or when in transit. Staff will use electronic ‘Think Pads’ in the course of their assessments and interventions with service users, gathering intelligence that will fed directly back to the client/child record. This will free up more time for practitioners to spend with children, young people and families in a face to face capacity and bring efficiency to the service.

4.5 The provider has Foundation Trust status and a spread of services already established across the GM footprint and Cheshire, with experience of transferring large numbers of staff into their organisation over the last four years.

4.6 Social value has also been taken into account in this tender process and Bridgewater Community Healthcare Foundation Trust have committed to adopting an ‘asset based approach’ with the Oldham community, a model which resonates with Oldham’s Co-operative Values and preferred Oldham Public Health approach. This will be achieved by delivering ‘Making Every Contact Count’ and Royal Society of Public Health Level 2 programmes to individuals and groups to increase community capacity for improving Public Health outcomes.

5 Additional Supporting Information

5.1 Oldham’s Locality Plan.

6 Appendices

6.1 [All appendices for the report should be listed]