

## Update on Integrated Commissioning

### SUMMARY

- 1.1 This report provides an update on progress against the integrated commissioning priorities. The Health and Wellbeing Board and Children Family and Learners Board have agreed a set of 7 commissioning intentions. These are core to an integrated commissioning approach, and central to the commissioning strategy which is delivered across Local Authority and the Southern Derbyshire Clinical Commissioning Group (SDCCG).
- 1.2 The work is managed through an integrated governance structure reporting to the Health and Wellbeing Board and Children Family and Learners Board. It is informed by a number of key principles which include –
  - A focus on developing and achieving outcomes,
  - Listening to and acting on views of children and young people,
  - Collaboration with providers and partners,
  - Early Help and prevention to reduce demand,
  - Embedding integrated commissioning.
- 1.3 There are a number of national and local factors transforming the commissioning of services in Derby City to provide a sustainable, locally determined offer that meets the needs of service users. They include:
  - Increasing pressure and demand for services,
  - Increasing pressures on finances looking ahead,
  - The need to change the dialogue with Citizens,
  - Changes in welfare benefits,
  - Expectations of parents and carers,
  - Policy changes e.g. SEND, CSE and Future in Mind,
  - Retaining the quality of provision
- 1.4 Integrated commissioning is now embedded across the Local Authority and Southern Derbyshire Clinical Commissioning Group (SDCCG). This includes the Director of Integrated attending both CYP and CCG management teams as well as key governance meetings in the CCG. Responsibility for children and young people's commissioning is now through this integrated approach.

## RECOMMENDATION

- 2.1 To receive an update from the Director of Commissioning on the progress made on key commissioning projects.
- 2.2 To discuss any issues arising from the update and make any appropriate comments or recommendations with regards to key commissioning projects.

## REASONS FOR RECOMMENDATION

- 3.1 To ensure the Board is kept updated regarding progress made on the key commissioning activities..

## SUPPORTING INFORMATION

### 4.1 Managing demand

There has been a rise in demand across all CYP services in Derby. In many instances the rises that have been seen over the last three years:

- Multi-Agency Team (MAT) / targeted cases – 39% increase
- Social Care referrals – 10% increase
- Children in Need (CIN) cases (all cases as per the CIN return) – 25% increase
- Children Protection Plans (CPP) – 33% increase

The overall demand for support services in relation to safeguarding is increasing nationally and has been rising in some areas since 2007/08.

The rise in demand for services could be related to a number of local issues including the increase in complex families, especially larger family units.

Our BME community has increased from 15.7% to almost 25%. Immigration is a key consideration for the city.

There has also been a significant change in Derby's population since the last census in 2001, the population has increased by approximately 18,000 people (7.8%), and including 3,300 more children aged 0-4 years.

### Trend Analysis (2011 – 2015)

	2011-12	2012-13	2013-14	2014-15
Contacts for Services	12,045	11,006	9,128	10,010
Referrals to MAT	573	846	1,145	1,220
EHA (CAF) Completed	456	544	626	838
Referrals to Social Care	3,246	2,509	2,766	3,197
Children in Need (CIN)	1,247	1,454	1,821	1,684
Child Protection Plan (CPP)	228	225	300	314
Looked After Children (LAC)	480	465	445	470
Priority Families			470	660

- There was an 8.6% decrease in contacts for services during 2011-12 to 2012-13.

Contacts continued to decline by 17% during 2012-13 – 2013-14. There was a 10% rise during 2013-14 and 2014-15 however the rate remained stable during 2012-13 to 2014-15.

- Referrals to Multi Agency Teams (MAT) increased by 47% during the period 2011-12 to 2012-13, a rise of 35% was seen during 2012-13 to 2013-14 and referrals were also up 7% during 2013-14 to 2014-15.
- There was a 19% rise in the number of assessments completed during 2011-12 to 2012-13, a rise of 15% was also seen during 2012-13 to 2013-14 and a steep increase of 35% during 2013-14 to 2014-15 as the Early Help Assessments came into place.
- Referrals to Social Care during 2012-13 to 2013-14 increased by 10%, there was a further increase in referrals by 16% during 2013-14 to 2014-15. During the period 2012-13 to 2014-15 there was a 27% increase in the number of referrals.
- A child in Need cases in Derby increased by 16% during 2011-12 to 2012-13, an increase of 25% was seen between 2012-13 to 2013-14, this was before a decrease of 7.5% cases during 2013-14 to 2014-15.
- There was a slight decrease in the number of Child Protection Plans during 2011-12 to 2012-13 of 1.3%, before a steep increase of 33% in plans during 2012-13 – 2013-14. Cases continued to rise at a steady rate between the periods 2013-14 to 2014-15.
- The number of Looked After Children in Derby declined by 3% during 2011-12 to 2012-13, this decline continued by 4.3% during 2012-13 to 2013-14 before an increase of 5.6% between March 2014 and March 2015.
- A further 40% of families (190) were worked with as part of the programme during 2013-14 to 2014-15 highlighting the increased demand for support services within Derby.

#### **4.2 The Joint Strategic Needs Assessment (JSNA)**

Work is almost complete to produce a new Joint Strategic Needs Assessment (JSNA), with data collection complete, analysis underway, and a final draft JSNA document in progress. This is being developed closely alongside the Children and Young people's Plan to be considered over the coming year, with a view to ensuring that information is used to inform strategy and prioritisation.

The JSNA is an on-going process that provides a comprehensive analysis of current and future needs of children and young people within Derby City to inform commissioning of services that will improve outcomes and reduce inequalities. To do this, needs assessments gather together local data, evidence from the public, patients, service users and professionals, plus a review of research and best practice.

The Joint Strategic Needs Assessment (JSNA) is designed to help all agencies take account of the broader social, cultural, economic, political and physical environments that shape people's experience of health and wellbeing. The data covered in the document means we are able to examine our communities' needs in new ways.

The document is designed to encourage joined-up responses to these complex issues by providing a shared evidence base for planning. The way it has been put together, with input from teams across Derby City Council, Southern Derbyshire Clinical Commissioning Group (SDCCG) and key partner agencies; further reinforcing the local commitment towards partnership working.

#### 4.3 **Investment and Transformation Approach**

As part of the CYP planning process it was felt that a new investment approach would be useful. This approach needs to look to maximise the use of resource as well as attracting new resource into the City. This approach has gained support over recent months. Options under consideration include:

- The use of Social Finance to assist early help.
- A Big Lottery bid to build community capacity in the 3rd Sector.
- Future in Mind transformation funding.
- European Funding for 16-19 initiatives.

Future developments and progress will be brought to the board.

#### 4.4 **Commissioning Priorities**

The 7 commissioning intentions as agreed by the Health and Wellbeing Board and Children, Families and Learners Board are as follows:

- Ensure delivery of a new integrated pathway of care for children and young people with behavioural and emotional difficulties.
- Ensure consistent, quality and cost effective provision for children in vulnerable groups.
- Identify opportunities to reduce hospital usage for children.
- Work across the system to develop a service model for delivery of integrated children's services.
- In partnership across the two local authorities, ensure delivery of the Children and Families Act.
- Improve health outcomes for children and young people through commissioning integrated universal public health services for 0-19 year olds.
- Reduce the use of specialist services through better early help.

Progress against the key commissioning priorities is summarised below (4.4–4.9).

#### 4.5 **Integrated 0 - 19 years Children's Health Services**

Public Health have recently concluded the tendering process for an integrated children and young people's universal public health service for 0-19 year olds in Derby, bringing together existing services where possible.

There are three key interventions: 0-19 Public Health Nursing; intensive structured support for young or vulnerable pregnant women; and addressing risky behaviour in young people (including treatment for drugs and alcohol problems) and the health child programme.

The integrated service specification was developed after an in-depth consultation with providers, local stakeholders and service users.

The decision over the future provider of universal public health 0-19 services is anticipated to be announced in the next few weeks.

#### 4.6 **Behaviour Pathway (Future in Mind)**

Key Achievements to date:

- The piloting of a single point of access to specialist health services. Early result shows this single point of access is speeding up access and reducing demand.
- A joint set of CCG commissioning intentions and integrated plans with Local Authorities.
- Development of an outcomes-framework, improve data and develop evidence-based pathways for children and young people with mental health problems, starting with self-harm and eating disorders.
- Schools pilots – the establishment of a named point of contact with CAMHS and a named lead within each school responsible for mental health, developing closer relationships with CAMHS.
- Strengthened partnerships across CCG's and Local Authorities.
- Service user children and young people's engagement throughout the Derbyshire county and City to influence transformation of services.

Future in Mind is a new CCG funding allocation aimed at improving the emotional health and well-being of children and young people. It follows concerns raised earlier in the year and a Select Committee report.

Locally we are required to produce a transformation plan to release Future in Mind funding; the plan will deliver the government aspirations identified within Future in Mind to promote, protect and improve children and young people's mental health and wellbeing. This is an important opportunity to offer a different, more integrated and holistic approach to emotional and mental health needs.

Over the last 18 months a partnership has been developed across Derby City, Derbyshire County, Hardwick, Erewash, North and Southern Derbyshire Clinical Commissioning Groups. The partnership has developed a shared transformational plan with 2 separate action plans for the North and South Derbyshire Units of Planning.

This plan is the first of a five year programme, and relates to this financial year. Priorities have been identified where work has already been completed, have in place agreed business plans or have already begun to pilot new approaches. The first plan will cover immediate priorities and we will work across the partnership to form plans for years 2 – 5.

#### **4.6 Priority Families**

Having exceeded expectations, the Derby City Priority Families Programme was chosen as an early starter for the expanded programme, turning around 100% of our target of 600 families by the end of the first phase in May 2015.

For the first phase of the programme (74%) of families met 2 out of the 3 criteria and (23%) met all 3 criteria. The highest proportion of families met the unemployment criteria (645 families), education (502), crime (318) and ASB (154).

While retaining its focus on reducing truancy, crime and anti-social behaviour, the expanded programme continues to apply the approach of the first phase of the programme to a larger group of families with a wider set of problems including

domestic violence, debt and children at risk of being taken into care.

- Derby City Council is supporting 2110 families with complex needs over the next five years (2015-20) through the Priority Families Programme, following the launch of the expanded Programme.
- Derby is committed to providing a single dedicated worker for every high need troubled family who is responsible for delivering intensive whole-family support.
- Funding for Priority Families initiative in Derby City Council has been spent on two key areas. The first has entailed the direct commissioning of 12 Intensive Family Support Workers (IFSWs). , these are split between three different locality bases within Multi Agency Teams and given the ASB/crime criteria, the YOS also integrated three IFSWs into their service.
- The intensive level of support and flexibility provided to families through the IFSWs has been fundamental in the success of the programme within Derby.
- The rest of the funding for the programme has been allocated to securing input from approved local providers, including those from the 3<sup>rd</sup> sector, in a range of services including: counselling, mediation, mentoring, drama/art/music therapy and parenting interventions. This support is designed to facilitate the families' process of change and is accessible through an Integrated Early Help Commissioning Framework (IEHCF).
- A broad range of partners and internal teams contribute to the programme including JobCentre Plus, Police, Fire and Rescue, housing support, Probation, Voluntary and Community Sector, Social Care, Early Intervention teams, Children Centres, Education Learning and Skills, Schools and Youth Offending Service.

#### **4.7 Children in Care**

It is recognised that children in care are a vulnerable group with a risk of poor outcomes in relation to education and health including mental health. The Children in Care Commissioning Group has led and governed work under the following activity and areas:

- An improvement in the completion of health assessments undertaken for Looked After Children both in local provisions and out of area;
- Working together to improve the completion of the strengths and difficulties questionnaires to inform services required for the child/young person;
- The implementation of the Housing Framework for 16 and 17 year olds who are Children in Need (CIN), CiC and care leavers. Providers deliver a range of accommodation and support packages to meet the individual needs of the young person, moving them into independent living. This has reduced the number of bed and breakfast placements and has improved quality, consistency and the price of the placement. Further work is being undertaken to review the first year of the framework in terms of its impact, gaps and further development work with colleagues in operational teams;
- The implementation of the post court order supervised contact contract with an updated specification to meet the differing needs for supervised contact. Alongside this a review of the supervised contact required for pre-court cases is taking place to inform the future commissioning intentions and delivery

across both areas;

- The Retained Remand fostering pilot has been a success; Derby City has worked in partnership with Nottingham City and Nottinghamshire County Councils to implement the pilot. Derby has had the greatest success and has achieved cost savings and positive outcomes for the young people. The pilot ends on 31 December 2015. This model will be used to inform and shape future commissioning for our complex children and young people who need services from specialist carers in order to deliver outcomes for this group of children and young people;
- The Access to Resources team has been embedded; the role is to source provision for children and young people at the edge of care or custody and also for fostering, residential and semi-independent placements for CIC and CIN. This team are piloting a new quality process for assessing the individual outcomes for each placement and child;
- Working with the East Midlands Regional Consortium to assist with the re-tendering of the East Midlands Regional Children's Framework which will be in place for 1<sup>st</sup> February 2016.
- In terms of market development and sufficiency, a Placement Sufficiency Strategy has been drafted and this has highlighted gaps and areas requiring action.

#### 4.8 **SEND and Disability and Preparing for Adulthood (Transitions)**

The work for this Commissioning Intention has developed into 3 key areas:

- Implementation and on-going improvement of the SEND Reforms to meet the statutory requirements under the Children and Families Act 2014 and the 0-25 SEND Code of Practice(CoP) (revised Jan 2015);
- Demand Management and Resource Solution;
- Inspection Readiness

A summary of key progress highlights and work going forward across these 3 areas:

##### SEND Reform Implementation

- Theoretical Education, Health and Care Plan (EHCP) process implemented with improvement measures being put in place across the 0-25 integrated system to ensure adherence to statutory timelines for new and converted EHCPs supported by IT workflows through the TRIBAL system and re-integration of specialist administration back to Operations;
- Local Offer developed in line with CoP with Regional Peer Review highlighting good accessibility and FAQ page – Local Offer Annual Report drafted for DMT sign off for publication;
- Professionals Engagement and Consultation Workstream Group formed and focussing on workforce development issues building on previous training already delivered and a proposed tiered approach to meet WFD needs identified;
- Family Engagement and Consultation Workstream Group formed and focussing on implementation of the DfE approved Personal Outcomes Evaluation Tool (POET) which will measure impact through feedback from 25 children/young

people, 50 professionals and 50 parents/carers within the period 1 Sept to 31 Dec 15;

- SEND Information, Advice and Support Service (SENDIASS)
- Local Area Pilot site for the NDTi/TLAP Personal Budget project which is in progress and learning will feed into wider development proposals being worked up around Personalisation and Personal Budgets/ Direct Payments in relation to raising awareness with families, resource allocation system (RAS), WFD and market development for the Local Offer;
- Preparing for Adulthood Vision finalised using 'I' statements from engagement activity with SEND young people and will be shared with partners through the CFLB. Joint action planning going forward will be developed to meet aspirations and outcomes identified by SEND young people.

#### Demand Management

- Autism Report submitted to DMT with recommendations which are under review
- Planned review of 2014 SEND Needs Assessment recommendations to be undertaken
- Focus on the Findings Report from ImPower work
- Headteacher Champion Priority 4 Group formed and work in progress focussing on remodelling funding and better commissioning approaches to meet need
- Pooled budget arrangements to be finalised for the Integrated Disabled Children Service

#### Local Area Inspection Readiness

- Internal SEND Inspection Group formed
- East Midlands Regional Session led by Ofsted SEND Lead outlining proposed areas attended by Derby City reps and subsequent initial 'readiness' paper drafted
- Further partnership work to be progressed within the integrated SEND Commissioning Group

4.9

#### **Health Service Transformation**

A new approach of collaborative commissioning is currently being developed for children's health services. This includes a new Children's Transformation and Delivery Group which is part of the Joined Up Care programme. It has four main work-streams currently including:

- Early Help and Prevention.
- Neurodevelopment (ASD and ADHD)
- Rapid response (CAMHS Liaison)
- Reducing Hospital Admissions

In addition the approach to Future in Mind is suggested as a fifth work-stream.

4.10

#### **Governance**

In order to ensure we have on-going dialogue with all commissioner a new joint commissioning board has been set up with County and CCG colleagues. This will oversee common commissioning issues. Examples of the common issues include a joint response to Future in Mind transformation plans across all

<b>OTHER OPTIONS CONSIDERED</b>
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5.1 None

**This report has been approved by the following officers:**

<b>Legal officer</b> <b>Financial officer</b> <b>Human Resources officer</b> <b>Estates/Property officer</b> <b>Service Director(s)</b> <b>Other(s)</b>	N/A    Frank McGhee, Director of Integrated Commissioning
<b>For more information contact:</b>  <b>Background papers:</b> <b>List of appendices:</b>	Lisa Melrose, Head of Service Commissioning  Sophie Pickles, Partnership Officer Appendix 1 - Implications

<b>IMPLICATIONS</b>
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**Financial and Value for Money**

- 1.1 None arising from this report

**Legal**

- 2.1 None arising from this report

**Personnel**

- 3.1 None arising from this report.

**Equalities Impact**

- 4.1 None arising from this report.

**Health and Safety**

- 5.1 None arising from this report.

**Environmental Sustainability**

- 6.1 None arising from this report.

**Property and Asset Management**

- 7.1 None arising from this report

**Risk Management**

- 8.1 None arising from this report

**Corporate objectives and priorities for change**

- 9.1 Commissioning projects link to achieving objectives in the Health and Wellbeing Strategy, the Derby Plan, the Children and Young People's Plan and the SDCCG plan. This work also contributes to the Council's big ambition to give people in Derby an inspiring start in life and contributes to the city's vision to work together in partnership with our communities through public health and with health partners to support the prevention of illness and promote 'good health and well-being'.