



Derby City Council

**CHILDREN AND YOUNG PEOPLE OVERVIEW  
AND SCRUTINY BOARD  
28 October 2014**

# ITEM 8

Report of the Strategic Director of Children and  
Young People

## Update on key commissioning projects

### 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 8 commissioning intentions. These are core to an integrated commissioning approach, and central to the commissioning strategy which is delivered across Local Authority including Public Health, 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 5 key principles which include –
  - A focus on outcomes
  - Involving children and young people and partners in service development
  - Embedding integrated commissioning
  - Early intervention and prevention
  - Ensuring children and young people receive the right service at the right time
- 1.3 Key themes across the commissioning priorities include- early intervention, ensuring value for money, managing demand and expectation appropriately with parents and carers and creating a culture of innovation and evidence based practice. The re commission of children's health services (RCHS) interfaces with all the commissioning priorities. Provider forums held between July and September 2014 have reflected the commissioning themes to ensure the market has a complete overview of the local context for children and young people, whilst ensuring a focus on improved outcomes within the specification development.

### 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 projects.

## SUPPORTING INFORMATION

### Commissioning Priorities

Progress against the key commissioning priorities is summarised below:

#### 4.1 **Best Start and Developing Well**

Transformation of Community services (TCS) Children's Health Services was tendered by the Primary Care Trusts (PCTs) April 2011 and commissioned from health providers. The contracts have undergone the maximum allowable extension and are due to end March 31st 2015.

In August 2013, Southern Derbyshire Clinical Commissioning Group Committee mandated the re-commissioning of the previous children's community health service contract Transforming community services (TCS) under a revised title of 'Re commissioning Children's Health Services' (RCHS). As part of the review process for the re-procurement of this service, areas for consideration were to simplify the complex arrangement of current service provisions and ensure a clear vision focusing on improving health outcomes whilst working in a more integrated way across the children's services. The proposal was to ensure better linkage and connectivity with primary, acute, and social care as well as engagement with schools. A preventative and early help based delivery model has been proposed to ensure savings are made, to manage demand, to improve quality and achieve better outcomes for Derbyshire children and young people. Services within scope in RCHS are extended from previous TCS contract and include a combination of those covering Derby City, Southern Derbyshire and Erewash CCGs.

- 4.2 Southern Derbyshire Clinical Commissioning Group (SDCCG) is the majority funder for this procurement, with additional funding streams coming from Erewash CCG, NHS England, and Derby City Public Health. An integrated commissioning approach has been adopted to ensure maximum impact and a consistent approach to commissioning going forward. SDCCG has delegated the service lead Derby City Council who led the Children's Integrated Commissioning Group which sits underneath the Health and Well-being Board and brings together all key commissioners of children's services. It has been agreed that this governance forum will co-ordinate this tendering process and ensure all partners are engaged and that the resulting provision is closely integrated with other children's services.

- 4.3 The first stage of the tendering process has been to co-design outcome based service specifications with the market and local stakeholders. Work has been taking place on the 0-5 year agenda and 5 – 19 years workstreams in Derby supported by the Best Start and Developing Well groups. Both areas are significant strands of the RCHS tender with a focus on early intervention. Well attended provider forums during July have helped to shape service specifications and also to inform an overarching partnership agreement which will clarify commissioner's expectations on cross cutting themes e.g. safeguarding and connect all elements of the new service model. For

Best Start 0 – 5 years a key outcome being readiness for school through effective delivery of the healthy child programme. The specification for health visiting is being developed to adjust the national specification with any local additions and preparations are taking place to transfer the funding envelope from NHS England to the Local Authority Public Health by October 2015. The 5-19 specification with includes school health and substance misuse services for young people. Whilst the county health visiting and school health services are being commissioned separately, work has taken place to align the specifications to support consistency of the delivery model between providers.

#### **4.4 Behaviour Pathway**

Emotional health and wellbeing was highlighted as a significant cross cutting issue for Derby City and Derbyshire and the 4 CCGs city and county. Through a commissioning approach and with involvement of young people at key stages, a specification has been developed for a Single Point of Access Advice and Exit (SPA AE) for specialist services.

The views of young people in wanting to tell their story once and be able to know where to go for help were significant drivers to the pilot with the Derbyshire NHS Foundation Trust in the city and south and Chesterfield Royal in the north.

Providers have developed a method statement to deliver a SPA AE in order to consider referrals for specialist services through a single entry point and route to the right pathway. Involving locality services in the entry point will also support with co working, step down and workforce development.

The pilot will assist with testing out an integrated approach to specialist service delivery and fit with the principles within the wider specification for re commissioning children's health services (RCHS) in partnership with Public Health and SDCCG. This work interfaces with the pathway for Children in Care (CIC) and children placed for adoption, outlined in more detail below.

#### **4.5 Children in Care**

CIC are recognised as a vulnerable group with increased risk of poor outcomes in relation to education and health including mental health. Work has been undertaken in the following areas –

- Improvements in the completion of health checks and screening including for children placed out of area, the role of the designated doctor for adoption has been agreed
- Mapping the therapeutic needs of children in care including those placed for adoption. The needs assessment has assisted in understanding the range of needs and mapped current specialist provision and resource, including within the local authority against those needs. The needs assessment and matching resource will inform the specification for specialist CAMHS within the RCHS and further support the need for improved integration. It will also benchmark the allocation of resource, and consider examples of service models including the local one in Derbyshire.

#### 4.6 Other areas of commissioning activity have included -

- Retender of the Housing Framework for 16 and 17 year olds who are CIN and also Care Leavers. This has extended the range of providers able to deliver a specification which provides for a range of needs including as an alternative to residential. It will improve consistency, quality and contains price within an agreed envelope outlined in the tender document
- Scoping of supervised contact to inform clearer specification and commissioning options
- Remand fostering pilot in partnership with Nottingham City to provide a family based alternative to custody using specialist foster carers. This has achieved improved educational outcomes, maintained family and community contact and cost savings taking into account a weekly retainer to carers. It is likely this will be built into the specification for the next East Midlands Framework for residential, fostering and SEN placements
- Review of high cost placements
- A review of the panel system to ensure a focus on support at edge of care, placement planning including exits from and shared financial responsibility on complex cases with health where required
- Multi Systemic Therapy (MST) a specialist parenting programme supporting 11 – 17 year olds at the edge of care / custody. The service is delivering outcomes in terms of reduction in out of home placement, offending and maintaining education placements. A sustainability plan which is a requirement of Department for Education (DFE) and NHS England for the service is being explored in partnership with Derbyshire.

#### 4.7 Priority Families

Priority Families phase is coming to an end and planning starting for phase 2, including early starter status from January 2015. Key achievements for phase 1 are as below -

- 94% of the overall target group (660 families) have been identified and are being worked with
- 50% of the target group have been turned around and Payment by Result (PBR) claimed
- 12 Intensive Family Support workers were appointed to work with families with more complex need
- A Dynamic Purchasing System (DPS) has been developed
- The DPS has been used to source services from local third sector providers to support PF outcomes
- The development of a Provider Forum for VCS organisations on the DPS
- A Local Evaluation has been commissioned from Derby University and the final report will be published in December 2014

The expanded programme will work with three times the number of families in phase 1 and intervene earlier to improve outcomes.

#### 4.8 For phase 2 the key programme developments are -

- Service gap and needs analysis completed
- Developing the current DPS into an Integrated Early Help Commissioning Framework (IEHCF) to offer a broader range of services to reflect the new National criteria
- Working with Locality Services to review and develop processes to identify families for the programme
- Identifying sources of data monitoring and ensure robust processes for reporting on the FMD and CSC
- Identifying key stakeholders and ensure Information Sharing Protocols are developed to provide the level of data required for the FMD and CSC
- Extended contracts for IFSWs to March 2016
- Scoping project support requirements to ensure capacity to deliver on the data reporting and the brokerage of services through the IEHCF

#### 4.9 **SEND and Disability and Transitions**

The work for this Commissioning Intention has been primarily the development and implementation of Derby's response to the SEND reforms under the Children and Families Act 2014. This has covered a number of statutory areas which need to be in place by September 2014. The work will proceed into the implementation phase from September.

A summary of the 4 key work areas is as below-

- Integrated assessment process high level process map agreed and revised process for the 20 week assessment which includes an Education Health and Care Plan (EHCP) single point of access broadening to include Health and Social Care
- Thresholds for Education, Health and Social Care ready for consultation
- Workforce development started with key professionals in schools and broadening to multi agency briefings in the autumn
- EHCP template agreed
- Conversion Plan Drafted with timelines for Learning Disability Assessments conversion to EHCP by September 2016 and statement conversions by 2018
- Local Offer Information gathered and loaded onto website on track for September, testing through parents and professionals started. Website front page and full search live early September
- IT and data management, Tribal merge 95% complete and new module installed with test and go live early September, this will support the direct inputting of information by a range of professionals. E-Services\_visuals and customer portal on track for go live late August
- Commissioning - Initial Personal Budget and Direct Payment offer agreed. Pooled budget arrangements for the Integrated Disabled Children Service - Deed of Variation drafted and Governance agreed. Draft specifications and monitoring framework to be agreed in September. Panel system reviewed for complex cases to incorporate out of area education placements
- Preparing for Adulthood/ Transitions, Strategic and operational groups initiated and stakeholder event held Action Plan drafted. Review of current transitions protocol taking place with adult services.

## OTHER OPTIONS CONSIDERED

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 Commissioning
<b>For more information contact:</b>  <b>Background papers:</b> <b>List of appendices:</b>	Jackie Colley, 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 and Children and Young People's 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'.