



Derby City Council

INSPIRING YOUNG PEOPLES BOARD
12 December 2016

Report of the Strategic Director of People
Services

ITEM 5

Update on Integrated Commissioning

SUMMARY

- 1.1 This report provides an update on progress against the integrated commissioning priorities agreed by the Health and Wellbeing Board and Children, Families and Learners Board. These are core to an integrated commissioning approach, and central to the commissioning strategy which is delivered across the Council and Southern Derbyshire Clinical Commissioning Group (SDCCG).
- 1.2 Integrated Commissioning is now embedded across Childrens Services within the Council and Southern Derbyshire Clinical Commissioning Group, with priorities, commissioning intentions, commissioning strategy and staffing embracing both organisations. This paper therefore covers both areas.
- 1.3 Restructuring within the Council's commissioning team has finalised and new Health roles are in place.

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.
- 2.3 To approve the Integrated Children and Young People's Commissioning Strategy for 2016-2019.

REASONS FOR RECOMMENDATION

- 3.1 To ensure the Board is kept updated regarding progress made on the key commissioning activities.
- 3.2 To provide direction for commissioned services for children and young people in Derby.

SUPPORTING INFORMATION

4.1	<p>The Joint Strategic Needs Assessment (JSNA)</p> <p>Derby's latest Vulnerable Children and Young People JSNA has now been produced in partnership across health, education, early intervention and social care and with contributions from our wider partnership network. It can be viewed at: http://www.derby.gov.uk/health-and-social-care/joint-strategic-needs-assessment/</p> <p>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. Needs assessments are drawn from local data, evidence from the public, patients, service users and professionals, plus a review of research and best practice.</p> <p>The JSNA provides a framework to examine all the factors that impact on the health, wellbeing and care needs of children and young people within Derby City. In order to understand whether we are achieving good outcomes locally, outcomes in Derby are benchmarked against those in both comparator areas and nationally.</p> <p>The JSNA establishes a shared evidence based consensus on the key local priorities and is becoming increasingly important as a shared resource, being used to develop the refresh of the Children and Young People Plan.</p> <p>The JSNA has identified that the Derby City Children and Young People's service provides good support to our younger population and their families. We know, however, that keeping up the quality of services and improving year after year is about the key priority areas highlighted in the JSNA which are:</p> <ul style="list-style-type: none"> • Children and young people are safeguarded and protected from harm • Children and young people are supported to achieve and attain • Early help and prevention services improve outcomes for children, young people and families • Improve the emotional resilience and mental health of children and young people • Negative risk taking behaviour is reduced • Ensuring voice of service user helps shape commissioning decisions. <p>As part of the 2016 JSNA programme of work, the following JSNA reports are also being developed:</p> <ul style="list-style-type: none"> • Special Educational Needs and Disabilities (SEND) • Looked after Children (Children in Care)
-----	--

4.2	<p>Children and Young People's Plan (refresh)</p> <p>The Children and Young People's Plan has now been refreshed for 2016-17 and will be monitored by the Children, Families and Learners Board.</p> <p>The plan focuses on areas where better partnership working will really make a difference to the outcomes for our vulnerable children and young people, and identifies what organisations are going to do to improve outcomes and how they are going to do it. The plan has also been used to inform strategy and areas for development, from 2015-18.</p> <p>The vision is to work together to target services effectively towards vulnerable groups, to increase their opportunities, reduce inequalities and improve outcomes against the Board's four priority outcomes, which are:</p> <ul style="list-style-type: none">• Children, young people and their families are safe;• Children and young people are supported to achieve and become work ready;• Improved health, emotional well-being and mental health for children and young people;• Improve delivery for children and young people with Special Educational Needs and Disabilities. <p>The plan can be viewed at: www.derby.gov.uk/council-and-democracy/councillors-democracy-elections/policies-and-plans/partnership-working/</p>
4.3	<p>Commissioning Strategy and Priorities</p> <p>The Derby City Integrated Commissioning Strategy for Children and Young People has been drafted, which sets out our vision, strategic intentions and principles for the commissioning of services for children, young people and their families in Derby for the next three years (2016-2019) and will be reviewed annually.</p> <p>It provides a guide for those procuring and commissioning services for families in Derby's Local Area, by identifying the drivers and influencers shaping services and the way in which we provide and commission, and demonstrates how these parts fit together.</p> <p>Commissioning intentions (our Commissioning priorities) are agreed by the Health and Wellbeing Board and Children, Families and Learners Board, and now extend to both the Council and the Southern Derbyshire Clinical Commissioning Group (SDCCG). For 2016-17 these are to:</p> <ul style="list-style-type: none">• Reduce the use of high cost placements through better early help.• Ensure consistent, quality and cost effective provision for children in vulnerable groups.• Work across the system to develop a service model for delivery of integrated children's services.• In partnership across the local area, ensure delivery of the Children and Families Act.

	<ul style="list-style-type: none"> • Ensure delivery of a new integrated pathway of care for children and young people with behavioural and emotional difficulties. • Identify opportunities to reduce hospital usage for children. • Improve health outcomes for children and young people (through commissioning integrated universal public health services for 0-19 year olds).
4.4	<p>Investment and Transformation Approach</p> <p>How we attract new resource and maximise the use of existing resource continues to be investigated.</p> <p>Funding has been secured by a partner agency to deliver PAUSE in Derby, a pilot programme providing therapeutic, behavioural and practical interventions to women who have had multiple children taken into care following repeat pregnancies. It aims to help them to turn their lives around, reduce pregnancy rates and reduce care proceedings and the numbers of children coming into care. The Council will match-fund this central government funding.</p> <p>The Council were unsuccessful with the Innovations Funding bid to rollout Local Area Coordinator support to young people.</p>
4.5	<p>Future In Mind (FiM)</p> <p>Future in Mind is in year two of a five- year programme to integrate and improve mental health and well-being services for children and young people, so more young people and their parents can access help where and when they need it.</p> <p>The FiM partnership includes Derby City and Derbyshire County Councils; Hardwick, Erewash, Northern 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.</p> <p>The programme has already delivered:</p> <ul style="list-style-type: none"> • A single point of access to specialist health services, • An extended CAMHS liaison service (CAMHS RISE) to provide extra help for children and young people presenting in crisis, preventing or shortening hospital admission, • An outcomes framework, improved data and evidence based pathways for children and young people with mental health problems, • Schools pilots – the establishment of a good school support model for children and young people with emotional health and well-being needs, • Funding towards a new, integrated Emotional Health and Well Being Service (launched on 1 October 2016) – see section 4.6

	<p>Plans over the next 6 months include:</p> <ul style="list-style-type: none">• A new service to provide intensive support for children and young people at home, and• Rollout of multi-agency training for staff enabling them to better support parents of children with autism/ADHD. <p>Future in Mind aims to make sustainable improvements beyond the 5 year funding programme and is one of the work areas in the area Sustainable Transformation Plan (see section 4.7).</p>
4.6	<p>New Emotional Health and Well Being Service</p> <p>The new Emotional Health and Well Being Service was launched on 1 October 2016 for an 18 month ‘proof of concept’ period. This initiative is a single integrated health and social care team based at Leopold Street providing emotional well-being and therapeutic services for Children in Care and vulnerable children and young people.</p> <p>Services have previously been delivered by the Council (Social Care) and Derby Teaching Hospitals Foundation Trust (DTHFT) (Clinical Psychology), the latter funded by Southern Derbyshire Clinical Commissioning Group (SDCCG).</p> <p>The integrated service combines Local Authority and NHS resources, and clinical psychology and social work expertise, and offers therapeutic interventions for a range of children and young people in Derby and within 20 miles of Derby City; primarily ‘looked after’ children, those who have been sexually abused or who display harmful sexual behaviours, and also adopted young people.</p> <p>The team will also support foster carers and children’s homes to develop their practice with the aim of increasing placement stability. One of the key aims of the service is to prevent placement and family breakdown.</p>
4.7	<p>Health Service Transformation and Sustainable Transformation Plan</p> <p>There is an increasing recognition across health that managing demand is better enabled through working across children’s services so that needs are responded to at the earliest opportunity therefore reducing the need for more costly interventions.</p> <p>This ‘whole-system’ approach acknowledges the importance of all provision from nurseries to schools and colleges, from self-management to primary care to community and specialist health services and to acute care, in managing demand and improving quality and outcomes.</p> <p>In December 2015, the NHS outlined a new approach to help ensure that health and care services are built around the needs of local populations by tasking every health and care system in England to produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision of better health, better patient care and improved NHS efficiency – by 2020.</p>

	<p>Children's health commissioners have been working closely with Derbyshire colleagues to develop the children and young people and maternity sections of the STP. In scope are all acute and community children's and maternity services which are commissioned by Councils (Derbyshire County and Derby City) and the four Derbyshire CCGs (North Derbyshire, Hardwick, Erewash and Southern Derbyshire and in close liaison with Tameside & Glossop). Priority areas include:</p> <ul style="list-style-type: none"> • Maternity • Community support in Places for children and young people (universal, targeted and specialist) • Neurodevelopment pathway and special educational needs • Future in Mind • Long Term conditions for children • Urgent Care out of hours and unscheduled care for children and young people • All high cost placements, including tier 4 collaborative commissioning <p>The age range is from conception to age 18 (age 19 if attending a special school, and up to age 25 for some local authority services).</p> <p>Joint/integrated working and opportunities around shared resources with local Authority commissioned/provided services (ie. education, social care, public health) is expected.</p> <p>The STP is currently being Quality Assured by NHS England.</p> <p>The Childrens Transformation and Delivery group work streams have been expanded and redesigned to cover the delivery requirements of the STP.</p>
4.8	<p>Special Educational Needs and Disabilities</p> <p>The Council has recently participated in a SEND Peer Review, with findings to follow.</p>
4.9	<p>Safe Families for Children (SFFC)</p> <p>SFFC is a volunteer based charitable organisation which provides vulnerable families with three types of family support in households with a child aged under 10: Respite for the children to live away from home for short periods, Friendship for the main carer, and Resources to help make the family home a healthy environment for children. www.safefamiliesforchildren.com/</p> <p>The Department for Education's Innovation Fund provided support for SFFC to expand across the East Midlands, including Derby, focussing on children on the 'edge of care' and those in need of 'early help'. The target for 2016/17 is for SFFC to work with forty five families in Derby. Twenty eight referrals have been received to date, nine of which are to provide support for those on the 'edge of care'.</p> <p>The effectiveness of the programme will be measured both locally and by the Dartington Social Research Unit.</p>

4.10	<p>Priority (Troubled) Families</p> <p>Priority Families (PF) is now into its second phase and part of the national Troubled Families programme.</p> <p>While retaining its focus on increasing school attendance and reducing crime and anti-social behaviour, the expanded PF programme embraces a larger group of families and encompasses a wider set of identified criteria, six in total; such as, domestic violence, debt and children at risk of being taken into care.</p> <p>Depending on criteria, families may receive external support services (through a commissioned framework), a dedicated worker responsible for delivering intensive whole family support, and access to an Employment Advisor.</p> <p>A recent review identified 48 per cent of service requests to the framework were for mentoring support, and the possibility of commissioning this service differently is therefore being considered.</p> <p>Progress is measured on a Payments by Results basis against both the number of families supported, and the following outcomes:</p> <ol style="list-style-type: none">1. Continuous employment2. Sustained and significant progress <ul style="list-style-type: none">• The original number of families with complex needs to be supported over the next five years (2015-20) has been increased by DCLG from 2110 to 2230.• Whilst the number of families supported is increasing and expected to be on track by the end of the year, there is expected to be a significant shortfall against the targets of 'continuous employment' and 'sustained and significant progress' which will impact on the funding expected/received into the LA through this programme. To close this gap, there has been significant scrutiny of performance, local processes and a greater focus on partnership working by the recently recruited Commissioning Manager (leading the programme in Derby after a period of restructuring). Further intensive local promotion of the programme is planned.• The co-location of two Department for Work and Pensions Employment Advisors is key to achieving the continuous employment target.
------	---

4.11	<p>Children in Care (CIC)</p> <p>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.</p> <p>The following work-strands within the CIC Commissioning Group are noted:</p> <ul style="list-style-type: none"> i) Multi-systemic Therapy – the current contract for intensive family intervention for young people 11-17 years on the edge of care or custody ended in June 2016 and a recently procurement exercise found no bidder. Young people receiving a service through this have been transferred to the Early Help and Youth Offending Services teams. ii) The Housing Framework for 16 and 17 year olds who are Children in Need (CIN), CIC and care leavers (where providers deliver a range of accommodation and support packages to meet the individual needs of the young person) is currently being retendered with a new framework commencing on 1 March 2017. iii) The Children’s Rights Service is being retendered, which currently delivers four areas for children in need: Advocacy, Independent Visiting, the Children in Care Council, and Advocacy at Child Protection conferences. The new contract which will commence on 1st April 2017 will deliver three of these areas, with the Children In Care Council being delivered in-house. iv) The Supervised Contact service will shortly be retendered, with a live date of 1st April 2017. This will incorporate delivery for all ‘post’ order contact, both locally to Derby City and out of area, and also consider the facility to deliver ‘pre’ order contact at times of high demand relieving the impact on social care. v) The East Midlands Regional Children’s Framework, which is used to purchase placements for Children In Care, has re-opened, attracting new providers. We are working with providers to stimulate local capacity and create local placements. i) A block contract for specialist fostering placements is shortly to be tendered, aimed at providing local provision for children and young people with a higher level of need for a short period of time, working to stabilise behaviours with a plan to exit into more stable appropriate provision. The aim is to go live in January 2017. ii) A quality and review process has been implemented across all commissioned placements, and is starting to be embedded into social care processes. The monthly Residential Panel provides a consistent mechanism to review high cost residential packages, and a review of all external independent fostering placements is being undertaken to ensure quality, consistency of pricing and appropriateness of provision.
------	--

OTHER OPTIONS CONSIDERED

5.1 No other options have been considered.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Emily Feenan, Principal Lawyer, Legal Services Alison Parkin, Head of Finance Frank McGhee, Service Director, Integrated Commissioning (Southern Derbyshire Clinical Commissioning Group and Derby City Council)
For more information contact: Background papers: List of appendices:	Lisa Melrose 01332 642569 lisa.melrose@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Integrated Commissioning Strategy for Children and Young People, 2016-2019

IMPLICATIONS

Financial and Value for Money

- 1.1 The commissioning activity as detailed within this report is funded from the approved budget of the respective organisations. It should be noted that that whilst a period of financial pressure exists across the public sector delivering efficiencies are expected from commissioning activities.
- 1.2 It should be noted that there are some potential significant budget pressures within detailed areas of this report; The Priority Families Programme is at risk of not delivering its payment by results funding which will mean that the activity may need to be scaled back within available resources; the Housing Framework is exposed to financial risk from the impact of the removal of the emergency accommodation framework and the block contract for specialist foster places is reliant on delivering savings from alternative high cost placements.

Legal

- 2.1 None arising from this report.

Personnel

- 3.1 None arising from this report.

IT

- 4.1 None arising from this report.

Equalities Impact

- 5.1 None arising from this report.

Health and Safety

- 6.1 None arising from this report.

Environmental Sustainability

- 7.1 None arising from this report.

Property and Asset Management

8.1 None arising from this report.

Risk Management and Safeguarding

9.1 None arising from this report.

Corporate objectives and priorities for change

10.1 Commissioning projects link to achieving objectives in the Health and Wellbeing Strategy, the Derby Plan, the Children and Young People's Plan and the Southern Derbyshire Clinical Commissioning Group 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.