



**Inspiring Young People Board
29 February 2016**

ITEM 6

Report of the Acting Strategic Director of Children
and Young People

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 Family and Learners Board. 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,
 - Co-production with providers and partners,
 - Early Help and prevention to reduce demand,
 - Embedding integrated commissioning and organisation.
- 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 Commissioning 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.

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.

Workstreams have recently been set up under the Strategic Director for Children and Young People tasked with reducing demand in these areas.

4.2 The Children and Young People's Plan and Joint Strategic Needs Assessment (JSNA)

The Children and Young Peoples Plan is being refreshed, highlighting priorities for children and young people as informed by Derby's partners for April 2016. The plan is used to inform strategy and areas for development and focus from 2015-2018.

The Joint Strategic Needs Assessment (JSNA) is in its final draft stage and in the process of being reviewed.

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 working with D2N2.
- A Big Lottery bid to build community capacity in the 3rd Sector being produced.

Funding from Future In Mind has been successful and covered separately below. Future developments and progress will be brought to the board.

4.4 Commissioning Priorities

The seven commissioning intentions as agreed by the Health and Wellbeing Board and Children, Families and Learners Board are noted below, with progress against the key commissioning priorities summarised (see 4.4–4.9).

- Ensure delivery of the Future in Mind Programme.
- 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.

The commissioning intentions are due to be refreshed in April 2016 and will bring together priorities from Health and the Local Authority, reinforcing key areas.

4.5 Future In Mind

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 2014 and a Select Committee report.

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.

A plan has been produced which has released £1.2m – the first of a total of £6m - of funding to the South Derby unit of planning, which includes Derby City, Derbyshire County Council and Southern Derbyshire CCG and Erewash CCG. This is an important opportunity to offer a different, more integrated and holistic approach to emotional and mental health needs.

This plan is the first of a five year programme, and relates to this financial year. Further partnership work will form the plans for years 2-5.

Key Achievements through linked work 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.
- The development of an extended CAMHS liaison service (CAMHS RISE) to provide extra help for children and young people presenting a crisis and prevent or shorten hospital admission.
- 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 good school support model for children and young people with emotional health and well-being needs
- Strengthened partnerships across CCG's and Local Authorities.
- Service user children and young people's engagement throughout the process.

4.6 Priority Families

Priority Families is now in its second phase, with the first phase being successful in turning around 100% of our target of 600 families by the end (at 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. The inclusion of a wider set of problems requiring to be addressed before the family are deemed as having successful change means it is much more difficult to facilitate sustained change with families being worked with.

- 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.
- However, 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;
 - 1) The direct commissioning of 12 Intensive Family Support Workers (IFSWs) split between three different locality bases within Multi-Agency Teams and YOS. The intensive level of support and flexibility provided to families through the IFSWs has been fundamental in enabling family change.
 - 2) Securing input from approved local providers, including those from the 3rd 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 review of the effectiveness of the framework is currently being undertaken.
- 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 Safe Families for Children

Derby has recently joined the East Midlands group of LAs working with the Safer Families for Children charity. The Programme is a volunteer based organisation that gives help to families in crisis providing safe short term accommodation for children and befriending support to parents and carers. It has been effective in stabilising families at times of crisis, preventing child abuse and neglect and has brought about reductions in the number of children entering care. It is an evidence based programme developed in Chicago USA.

The programme works on a regional hub-based model and Derby has joined the East Midlands hub. The effectiveness of the programme will be measured by the Darlington Social Research Unit, which will inform future commissioning decisions.

4.8 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 recently formulated a Placement Sufficiency Strategy aimed at ensuring the availability of good quality, local placements for its Children in Care.

The following work-strands are noted:

- Multi-systemic Therapy (MST) is a licensed intensive family and community based intervention which targets the multiple causes of serious anti-social behaviour in young people aged 11 - 17 who are involved in offending or anti-social behaviour and who are consequently at risk of entering care or being taken into custody. MST intervenes with the individual, family and all the systems involved in the young people's lives such as peers, school, community and other agencies using methods such as behavioural therapy, cognitive behavioural therapy and structured family therapy, aimed at enabling the young person to remain in the family home.
 - The work is currently delivered by Action for Children, and will be retendered over the next few months as the current contract will come to an end in June 2016.
 - Planning to extend the MST programme.
- 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, moving them into independent living. This has been in place 18 months and has seen an improvement in quality, consistency and the price of the placements.
 - A series of Roadshows have recently been undertaken for operational staff highlighting the benefits and aimed at improving knowledge of this service. Additionally, the team are piloting a new quality process for assessing the individual outcomes for each placement and child. A full review will shortly be undertaken.
- 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 East Midlands Regional Children's Framework, which is used to purchase placements for Children In Care, was re-tendered and went live on 1st February 2016. Derby has lead the local authorities within the region in the development of the framework, and are currently working with providers to ensure maximum support is in place for young people and there is minimal disruption to placements.
 - The new framework will provide placements and support for children and young people in independent provision.

4.9 Emotional Health and Wellbeing for Looked After Children, Therapeutic Support for Adopted Children and Families, and for Young People who have been Sexually Abused

The therapeutic needs for Looked After Children (LAC) are a key priority for both the Local Authority and Southern Derbyshire Clinical Commissioning Group (SDCCG) and it is recognised that the availability of the right therapeutic intervention and support has a significant impact on placement stability, permanence and outcomes for children in care (CIC) including those placed for adoption.

The NHS has a statutory responsibility to provide a range of health services to meet the physical, emotional, and psychological needs of CIC in a timely and effective manner, and CCGs are required to work closely with local authorities to commission health services for all children and young people.

Work is currently underway to join up and enhance the current services in this area, by drawing together services provided from Leopold Street (within the Local Authority), and Clinical Psychology (provided through the CCG) and new funding from the Future In Mind programme, into one service.

The aim of this service development is to achieve improved outcomes for Looked After Children, and improve the provision of therapeutic resources available to adoptive families by integrating existing provision and implementing commissioning arrangements to drive performance. This will go live in a virtual format from April 2016.

4.10 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 has been drafted,
- 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.

4.11 Health Service Transformation

The Children's Transformation and Delivery Group continue to oversee the four main work streams focusing on early help and prevention, SEN&D, CAMHS liaison and reducing hospital admissions.

Successes over the last three months have included the implementation of a Rapid Response service based at Royal Derby Hospital. The CAHMS Rise team (Rapid Intervention Support and Empowerment) operate seven days a week from 8am to 11.pm to provide support, particularly in relation to Children's Emergency Department. This is already having a good impact and is very well received by CED/Paediatric staff.

Work is continuing on the development of a Neurodevelopment (SEND) pathway for children with ASD and ADHD which will be needs led rather than a diagnostic approach and will reduce waiting times.

Priorities around reducing attendance at CED continue and include EMAS, Minor Injuries Units and Derby Urgent Care Centre. A questionnaire has recently been completed which will give a sense of why many attend; Some work is also being undertaken with regard to frequent attenders to the Emergency Department.

4.12 Governance

In order to ensure on-going dialogue with all commissioners a new Joint Commissioning Board has been set up with County and CCG colleagues. This will oversee common commissioning issues, such as a joint response to Future in Mind transformation plans.

OTHER OPTIONS CONSIDERED

5.1 None

This report has been approved by the following officers:

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

IMPLICATIONS

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'.