



Derby City Council

INSPIRING YOUNG PEOPLE BOARD
4 September 2017

ITEM 8

Report of the Strategic Director of People Services

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 Local Authority and Southern Derbyshire Clinical Commissioning Group (SDCCG).
- 1.2 Integrated Commissioning is now embedded across Childrens Services within the Local Authority and Southern Derbyshire Clinical Commissioning Group, therefore this paper covers both areas.
- 1.3 The recent Ofsted report on Children's services spoke very positively of the embedded integrated commissioning approach across the Local Authority and Southern Derbyshire Clinical Commissioning Group. With significant changes taking place across the Derbyshire Clinical Commissioning Groups it is important that the benefits of the integrated model are acknowledged and that the needs of our Children and Young People are adequately addressed through an integrated team.
- 1.4 The commissioning activity in this paper aim to either; reduce demand, drive out savings, use resource more effectively or redesign provision. The benefit of an integrated team, which is our focus, is to influence the use of resource across the CCG and Local Authority.

RECOMMENDATION

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

REASONS FOR RECOMMENDATION

- 3.1 To ensure the Board is kept updated regarding progress made on key commissioning activities.
- 3.2 To discuss issues relating to commissioned services for children and young people in

Derby.

SUPPORTING INFORMATION

4.1 Joint Strategic Needs Assessment (JSNA)

Over the last two years we have completed two key joint strategic needs assessments covering SEND and Vulnerable Children and Young people. Both have become significant reports supporting our strategic thinking and our improvement in delivery.

Over the last six months we have been completing a new JSNA looking at Children and Young peoples’ emotional and mental health and well-being. This report is currently being finalised and will be presented to the Health and Wellbeing Boards in October. This is a key building block in the refresh of the Future in Mind Local Transformation Plan (see s4.10)

4.2 Children and Young People’s Plan (refresh) The plan can be viewed at:

www.derby.gov.uk/council-and-democracy/councillors-democracy-elections/policies-and-plans/partnership-working/. At the start of this year we have further refreshed the delivery plan to assist in monitoring progress. This now includes an additional focus on emerging and new communities.

4.3 Commissioning Strategy and Priorities

The priorities for Commissioning for 2017/18 are to:

- Deliver the Priority Families Programme
- Ensure local sufficiency and quality of commissioned provision Children in Care (CiC),
- Ensure local sufficiency and quality of commissioned provision (SEND),
- Deliver Future in Mind programme,
- Deliver Sustainable Transformation Plan (STP) priorities, and
- Contribute to the savings plans for the LA and SDCCG.

In July 2017 the Participation function for Children and Young People moved into the Commissioning team, reaffirming the intention to put engagement at the heart of commissioning activity.

4.4 Investment and Transformation Approach

A recent bid to develop local specialist services for young people as an alternative to Tier 4 inpatient provision was unsuccessful.

We are working with neighbouring Local Authorities to explore the viability of Social Impact Bonds for funding edge of care and children in care sufficiency.

4.5 The Sustainability and Transformation Partnership (STP)

Current CCG governance arrangements remain in place, so the CCG covering Derby City Council remains as Southern Derbyshire CCG supported by the jointly-appointed CYP health commissioning team. This team is increasingly working with colleagues across Derby City Council and Derbyshire County Council to ensure a consistent pathway and health offer across the four Derbyshire CCGs.

The Derbyshire Sustainable Transformation Plan continues to support a Children's workstream, the appointed Senior Responsible Owner (SRO) being Andy Smith, People Services Director, Derby City Council.

In order to further use our commissioning capacity efficiently, two SROs have been appointed to individual workstreams spanning the four CCGs and two Local Authorities - Isobel Fleming will be the SRO for health issues relating to SEND, Frank McGhee will be the SRO for the Future in Mind programme (see s4.7 FIM).

Alongside work-streams on Future in Mind and SEND, there are also work-streams on Urgent Care, Maternity, Place, Long-term conditions.

4.6 Transforming Care programme

For young people with autism or a learning disability and at risk of admission to a mental health inpatient bed, a commissioner led 'Community Care, Education and Treatment Review' (CETR) process is in place to support the exploration of other options prior to admission. For young people in an inpatient bed there is close and regular scrutiny by NHS England to ensure that young people are repatriated back to their local area as soon as possible. This requires health, education and social care commissioners and providers to work very closely together on a case-by-case basis to provide the required support to the young person and the family to minimise admissions.

4.7 Future in Mind (FIM)

The Future in Mind programme is in year 3 of a 5 year programme to improve mental health services for children and young people. The programme covers Derby City and Derbyshire County Council geography, the activities below relate to Southern Derbyshire CCG area.

4.8 Progress includes:

- Commissioning of new services in partnership with the community and voluntary sector (Relate, First Steps, SV2) to increase the number of children and young people receiving support,
- Five new 'Wellbeing Practitioners for Children' posts within Child and Adolescent Mental Health Services (CAMHS) this year, and five new posts planned for next year. Each post will support a minimum of 200 young people each year (when trained) and 30 in the first year of training,
- Training for 10 staff in Enhanced Evidence Based Practice (a further 10 planned for next year),
- Training for an additional 4 staff in Cognitive Behaviour Therapy,
- A new training programme for multi-agency team staff in Systemic Family

Therapy,

- A new half day training package for all staff and volunteers to raise awareness of mental health needs,
- Additional resources for providers working with young people with complex behaviours to reduce waiting lists.

4.9 The following is planned

- A new Mindfulness service on offer to all Derby City schools - training 90 school staff to run Mindfulness sessions with a minimum of 60 schools in the Derby City and Southern Derbyshire area benefiting a minimum of 2700 CYP – from September,
- A new parenting train the trainer project, to support parents and carers to support their children with autism and ADHD - from October, and
- A new enhanced home support service commissioned with CAMHS – from April 2018.

4.10 In addition, the FIM programme:

- Has commissioned an Anti-stigma Strategy across Derby City and Derbyshire, which will make available training in schools, giving schools the opportunity and resources to develop actions to promote a greater understanding of mental health,
- Has commissioned a comprehensive Joint Strategic Needs Assessment (JSNA) to better understand the factors involved and inform the development of policy and commissioning decisions.
- Is supporting services to develop an outcomes approach to service development, ensuring service provision is focussed on the needs of children and young people including support for performance management.
- Each year the FiM Local Transformation Plan is refreshed. This will build on the finding of the JSNA and will be the plan to drive further improvement in our response to emotional health and well-being.

Future in Mind aims to make sustainable improvements beyond the 5 year funding programme and is a workstream within the Sustainable Transformation Plan.

4.11 Emotional Health and Well Being Service – The Keep

An 18 month 'proof of concept' emotional health and wellbeing service was launched on 1 October 2016 supporting children and young people aged 0-18 who are in care, adopted or on some Special Guardianship Orders (SGOs), who have been sexually abused or are exhibiting harmful sexual behaviours (HSB). Consultation, assessment and intervention is offered, including reflective practice sessions for Derby City Children's Homes staff and training for foster carers, adopters and staff.

Following a consultation process with service users and the Children in Care Council, the service has been named 'The Keep', reflecting ideas of safety, security, permanence and the building's distinctive turret.

The service was officially opened by Councillor Sara Bolton, Cabinet Member for Children, Young People and Safeguarding during early April, with an open house

multi-agency event showcasing the work of the service to professionals. A further open event was held in August for young people including the Children in Care Council to attend.

- 4.12 Between 1st October 2016 and June 2017 the service received 192 referrals for children and young people.

Although the service has only been in operation since October 2016, 192 referrals were received between 1st October 2016 and April 2017, with an average SDQ score for this cohort of 17.5 (scores range from 6-29). This indicates the service is being well used and offered to young people with high indicative levels of need.

- 4.13 The service is also offering training and support to foster carers, children's homes staff and social workers using a reflective practice model. Links have been developed with the Virtual School through the Educational Psychologists and SENCO's with joint training undertaken and regular meetings held.
- 4.14 There is currently a review of the service to date, measuring impact and outcomes which will inform options for the future procurement of the service post 31 March 2018.

4.15 **Special Educational Needs and Disabilities**

The Short Breaks service, which provides 1:1 support at home or out in the community to disabled children and young people, is being reviewed as the current contracts end in March 2018 and cannot be extended due to procurement rules. The service will be re-tendered in Autumn once consultation has been completed, which includes taking note of the views of young people who use the current services.

- 4.16 A service has been commissioned by the Local Authority to write Education, Health and Care Plans (EHCP) for children and young people with Special Educational Needs. The assessments undertaken by various professionals working with the child or young person are used to inform the EHCP, which is then finalised by the Vulnerable Learners Service team.
- 4.17 There has been a reconfiguration in the Designated Medical Officer role supporting the EHCP process, from two part time staff to one Derbyshire-wide Designated Clinical Officer role, from May 2017 working across four CCGs and two Local Authorities. The role is undertaking systems and process reviews, facilitating shared learning across LAs and health providers, identifying good practice along with pathway and service gaps. Plans are in place between the LA and Health providers to support the ongoing conversion of Statements of Special Educational Need to Education, Health and Care plans.

4.18 **Safe Families for Children (SFFC)**

Safe Families For Children is a volunteer based organisation which provides help to families at the edge of care where one of the children in the household is aged 10 or

under. The service has been operating in Locality 3 / 4 since October 2015, expanded across the City in February 2016. The Council funded the programme in 2016/17 and is now funding the programme for its final year in 2017/18.

In year 1 (2015/16) SFFC worked with 25 families across the city, in year 2 (2016/17) 48 families received support and for 2017/18 the target is 75. At the end of the financial year (2016/17) 141 bed nights had been hosted by volunteers from SFFC.

SFFC submitted an evaluation of the service between November 2015 and January 2017. The evaluation suggested that 86% (36 families) of families that they had worked with had either de-escalated or maintained the same level of need within Children's Services. Of this; 58% (24 families) were closed and had not been re-referred to date, 12% (5 families) had de-escalated and 16% (7 families) remained at the same level of need.

- 4.19 The service is currently being reviewed as it approaches the end of its third year (2017/18) and a decision on recommissioning will be required prior to March 2018.

4.20 Priority (Troubled) Families

Performance of the Priority Families (PF) programme, part of the national Troubled Families programme, has improved following a period of poor performance. The number of families supported is increasing in line with DCLG expectations, from 2110 to 2230 over the course of the programme, although there remains a significant shortfall against the targets of 'continuous employment' and 'sustained and significant progress'. Local changes have been made and close monitoring is ongoing.

4.21 Children in Care services:

- 4.22 a. The **Housing Framework** delivering accommodation and support to young people 16+ years (who are Children in Need, Children in Care, Care Leavers and at risk of homelessness) has been reviewed and re-tendered, commencing on 1 March 2017 with 11 providers.
- 4.23 b. The **Children's Rights Service** has been reviewed and re-tendered to include Advocacy, Independent Visiting and advocacy at Child Protection conferences. This contract commenced on 1st April 2017 and will be in place for 2 years with the option to extend for a further 1 year. The successful provider was SOVA. Facilitation of the Children in Care Council was brought inhouse with a 0.5 FTE Participation Officer and recruitment to take place for a 1 FTE Apprentice to support.
- 4.24 c. The **Supervised Contact service** has been reviewed and re-tendered, the contract now includes 'pre-court contact' (when the Local Authority internal service is at capacity and cannot deliver). The new contract commenced on 1st April 2017 and will be in place for 2 years with an option to extend for a further 1 year. The provider remains as Children's First.
- 4.25 d. The **East Midlands Regional Children's Framework** reopened earlier in the year, attracting 11 new providers. The Commissioning focus remains on working with providers to build local capacity and ensuring Derby is a priority

for local carers, enabling young people to remain close to Derby. Part of the work will focus on relaying the vision for Derby and the local offer already in place to support providers and carers. A Market Development day will be taking place in September to assist with this.

4.26 e. A block contract for **specialist fostering placements** was advertised in December 2016 to secure five solo foster placements for those young people who are higher complex needs and to prevent escalation to Residential care. Unfortunately, no bids were received and feedback requested from previously interested providers indicated this was not a viable service. Other options to meet these outcomes are being considered.

4.27 f. The 2017/18 **Quality Assurance** timetable has been established, which includes Housing Framework placements and Foster and Residential visits. Priority is given to provisions/placements that are considered as 'not effective' or have a change in Ofsted rating from 'Good' to 'requires improvement'.

The programme of reviews incorporates a review of both the package and the outcomes, which assist the quality assurance process. Additionally, Derby City is taking part in a new regional approach to contract management aimed at providers that are local to both Derby City and Derbyshire with joint meetings taking place.

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)	Olu Idowu Alison Parkin Frank McGhee, Gurmail Nizzer
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For more information contact: Background papers: List of appendices:	Lisa Melrose 01332 642569 lisa.melrose@derby.gov.uk None Appendix 1 – Implications
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IMPLICATIONS

Financial and Value for Money

- 1.1 Value for money and quality of service are considerations for all commissioned services.
- 1.2 Other implications as noted in this report.

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.