



East Riding of Yorkshire Children's Trust Board

Children and Young People's Joint Commissioning Strategy

2016 - 2018

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Foreword

If we are to fulfil our ambition to enable children and young people in the East Riding to achieve their full potential as set out in our Children and Young People's Strategic Plan then working in partnership across health, education and social care has to be an essential part of everyone's role.

This strategy, developed by the key partners involved in commissioning children's services across health, education and social care, demonstrates a commitment to ensuring a joint approach to identifying need and providing services in order to improve the lives of children and young people in the East Riding. Effective joint commissioning should also achieve greater value for money and increased efficiencies which is much welcomed with the current financial climate faced by all Partners.

We are confident that, by working effectively together as partners in the public, private and voluntary sectors, we will be able to meet the challenges ahead.

Any feedback or comments about this strategy can be emailed to childrens.commissioning.team@eastriding.gov.uk



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On behalf of East Riding Children's Trust Board

Introduction

This Strategy supports the East Riding Children and Young People's Strategic Plan 2013-2016 which outlines our overarching ambition and priorities for children and young people in the area, an ambition centred on the feedback we received from engagement and consultation with children and young people. It is also integral to the outcomes of the other strategies which support the Strategic Plan shown in Appendix I.

The key purpose of this document is to ensure a shared understanding of the way in which our partner agencies will work together to commission the services that are needed to fulfil the priorities identified in the Children and Young People's Strategic Plan, and to ensure effective implementation of these priorities.

While our universal services meet the needs of all children and young people, there is a need to target more expensive, intensive resources in some areas to tackle long term, generational, social and economic, and wellbeing issues. These issues cover a range of services through education, health and social care and, as such, we will need to jointly commission these services with our partners.

This document describes why and how we will be working with our partners to jointly commission a range of quality, accessible services for children and young people who require support to enable them to achieve their full potential and lead happy and healthy lives.

This includes ensuring a joint approach to commissioning quality services for our most vulnerable children and young people, such as Children Looked After (CLA) and those with Special Educational Needs and /or Disability (SEND).

Vision

We want all young people in the East Riding of Yorkshire to be happy, healthy, confident and safe. We want the very best for each and every young person and will work in partnership to remove barriers to achievement and narrow the gap so that everyone can reach their potential. We will harness the talent and enthusiasm of young people to ensure that all our services meet their needs. (Children and Young People's Strategic Plan 2013-16)

At the heart of our vision, lie six core themes:



In order to achieve our vision, we need to ensure that we are effective in our joint commissioning activities with partners. This strategy will ensure that all partner agencies participate in joint planning, service development and delivery underpinned by:



Context

The East Riding Children and Young People's Strategic Plan describes the vision and ambition for children and young people in the East Riding and this document is intended to support the aspirations in that Plan to be achieved.

Policy & Legislation – What do we have to do?

- Section 19 of the Children and Families Act 2014 states that:-
A local authority in England must have regard to –
 - a) The views, wishes and feelings of the child and his or her parents, or the young person;*
 - b) The importance of the child and his or her parent, or the young person, participating as fully as possible in decisions relating to the exercise of the function concerned;*
 - c) The importance of the child and his or her parent, or the young person, being provided with the information and support necessary to enable participation in those decisions;*
 - d) The need to support the child and his or her parent, or the young person, in order to facilitate the development of the child or young person and to help him or her achieve the best possible educational and other outcomes.*
- Section 10 Duty to Co-operate document provides a framework for agreeing which services will be subject to the Joint Commissioning Strategy and this is overseen by the Children's Trust Board.

- Section 26 of the Children and Families Act 2014 states that:-

“A local authority in England and its partner clinical commissioning groups must make arrangements (“joint commissioning arrangements”) about the education, health and care provision to be secured for -

- a) children and young people for whom the authority is responsible who have special educational needs, and*
- b) children and young people in the authority's area who have a disability.*

- Sure Start Children's Centres Statutory guidance for local authorities, commissioners of local health services and jobcentre plus clarifies the statutory responsibilities in relation to joint commissioning as follows:

“Local authorities, local commissioners of health services and Jobcentre Plus must consider providing early childhood services through children's centres. This is related to the wider duty on local authorities, which requires local authorities and “relevant partners” to work together to deliver integrated early childhood services.”

- The Health and Social Care Act 2012 states that:
“Clinical Commissioning Groups (CCGs) will have to work with each other, and with local partners to be effective....They must also work with the local health and wellbeing boards, in assessing local needs, and developing commissioning plans to meet them.”

Needs Analysis

If we are to commission effective services in the East Riding, we must first know the needs and the strengths of our children, young people and families. To do this, we must use all the resources available to us, including listening to what children, young people and their families tell us, working with other services and professionals and utilising information available through our data observatory team and the Joint Strategic Needs Assessment.

What we know

The East Riding is considered to be a good place to live and work (Have Your Say Residents Consultation 2014). The population has been growing steadily over recent years and while 90% of the area is classified as rural and is sparsely populated, there are also some major urban areas including Beverley, Bridlington and Goole. Our deprived areas feature low income, high unemployment, poor health and low educational attainment, and these issues have been made worse by the economic downturn, increases to the cost of living, welfare reform and reduced public sector budget settlements.

Despite this, the East Riding has the second lowest rate of children living in poverty in the region, and the lowest rates of children with English as an additional language at both primary and secondary school. The rates of children in receipt of free school meals are comparatively low. The level of deprivation in East Riding is generally low but with some higher pockets. Only York and North Yorkshire have lower levels of deprivation within the Yorkshire and Humber Region.

The Joint Strategic Needs Assessment (JSNA) is a nationally recognised way of describing the future health and wellbeing needs of local populations, as well as outlining what needs to be delivered in order to meet those needs. The East Riding Joint Strategic Needs Assessment is presently focussed on three themes:

- Improving the mental and emotional health of children and young people
- Supporting independent living for older people, and
- Reducing health inequalities

Information provided through the JSNA, alongside information gained through current services and engagement with children, young people and their families, will help us to make informed decisions about what we need to commission. Feedback mechanisms have been put in place to ensure that information from EHC plans, personal budgets and the Local Offer can inform the Joint Commissioning Strategy.

What is Joint Commissioning?

Joint commissioning is a broad process for deciding how to use the resources available from a range of services, including education, health and social care, in order to meet the needs of children, young people and their families and improve outcomes. It is a way of bringing together partners and expertise and building trust. Effective joint commissioning should generate efficiencies and value for money and enable partners to agree:

- To agree local priorities – linking with and informing the Children and Young People’s Strategic Plan
- To have a shared understanding of the range and effectiveness of current service provision across public, private and voluntary/community sectors
- Achieve a shared understanding of the current gaps in service provision, including areas that need to be developed in order to meet local needs.

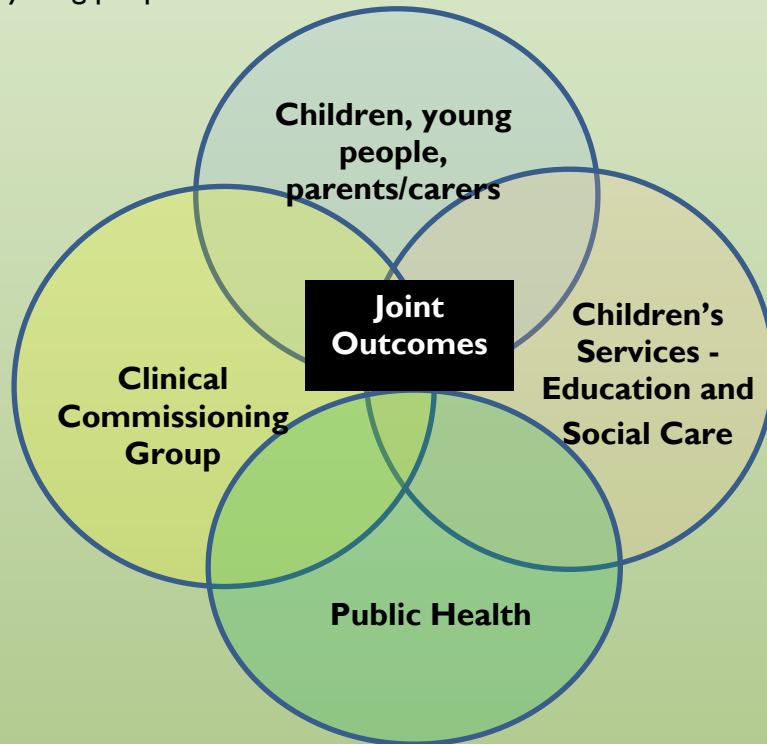
Current joint commissioning activity includes both operational services and individual packages of support predominately between children’s services and the CCG for those children and young people with SEND and social, emotional and mental health difficulties. However, the needs and priorities of children, young people and their families are constantly changing and, as such; we need to ensure that our joint commissioning process is able to cope with those changes. We will make sure this happens by ensuring joint commissioning is undertaken as part of a cycle, enabling us to keep up-to-date with current needs, areas of good practice and also those areas where we need to change things.

The Children and Families Act 2014 sets out a range of changes in relation to Children’s Services and, in particular, to commissioning at all levels in order to create a more joined-up and holistic approach to meeting children and young people’s needs. Commissioning happens at three levels:

- Strategic commissioning – Strategic plans are developed with partners outlining needs of children, young people and their families, agreeing how those needs can be met through commissioning of current and/or new services
- Operational/community/targeted commissioning – Commissioning Teams or Panels discuss the needs of individual or groups of children, young people and their families in order to commission services to meet those needs
- Individual commissioning – personal budgets.

An Integrated Approach to Joint Commissioning

Key partners in commissioning improved outcomes for children and young people



Underpinning this integrated approach is a joint commissioning cycle which enables commissioners to:-

- Understand long term demand.
- Explore the best approaches and methods for meeting that demand. This will improve services to achieve better outcomes.
- Achieve best value by better configuration of services and increased efficiencies.
- Influence the market, in partnership with providers.

The Joint Commissioning Cycle



Fundamentally, though the commissioning cycle has four key elements;

Analysis – of guidance, best practice, needs, market, risks and resources, leading to the establishment of common service priorities between agencies.

Planning – undertaking gap analysis, designing services and joint commissioning activity.

Doing – managing the balance of services, developing good relationships with providers, ensuring service quality and purchasing services.

Reviewing – the success of the strategy in meeting the needs of the population.

Commissioning Principles

To ensure that the services developed and delivered are child and family centred, all partner agencies agree to participate in joint planning, performance management and development of pooled or aligned budgets, where appropriate, in order to achieve the principles below:

- Safeguarding children and young people and promote their welfare
- Improve outcomes for children, young people and their families by providing a choice of high quality services to meet their different needs and to promote inclusive practice
- Target services at those most in need; ensuring commissioning decisions are based on a comprehensive analysis of the current and anticipated future needs of the local population of children, young people and their families
- Be flexible and responsive to the needs of children, young people and their families, and communities by reflecting their views about services and, where possible and appropriate, including representation from these groups in developing commissioning arrangements
- Take account of the need to ensure sustainability, build capacity where appropriate and source services as locally as possible to develop local services and employment
- Secure strong and effective partnerships between the public, voluntary, community and private sectors
- Evidence favourable impact on outcomes and value for money balancing quality and cost effectiveness of services
- Take account of legislation and national, regional and local guidance and best practice

Commissioning and Procurement

There is often confusion around the difference between commissioning and procurement.

Commissioning is the entire cycle of assessing the needs of people in a local area, designing relevant services and then securing them. The cycle includes a range of activities to ensure that any commissioned services are meeting identified needs and securing the desired outcomes. The individual activities contained within the commissioning cycle can be seen on page 6.

Procurement is the full range of activities related to purchasing goods, services and works and can range from contracting for an entire service to purchasing small assets such as office equipment. The procurement process does not end at the commissioning or contract award stage, but spans the entire life cycle of the product or service from inception and design through to contract management and disposal of any redundant assets. (CIPFA)

Communication and Engagement

Robust arrangements are in place to enable all children, young people and their parents/carers to participate in decision making (where appropriate) about services that impact on their lives. For many, this will be decisions about the universal services in education, health and community provision to which all children and young people are entitled. For a minority, there is a need to ensure that they are able to participate actively in the range of specifically targeted provision that affects their lives either as individuals or as a group.

Personalisation and Personal Budgets

The Children and Families Act 2014 sets out an increased focus on the personalisation agenda and personal budgets. This means that we need to be clear how joint commissioning will support each of the three levels of commissioning highlighted above. To do this, we will continue to:

- Identify the budgets available from education, health and social care
- Work with parents/carers, professionals and providers to determine what services are needed
- Develop a robust and transparent resource allocation system so that parents/carers and young people know how decisions about funding are made in terms of personal budgets
- Ensure relevant information is available for parents/carers and young people in a range of formats to enable them to make informed decisions about Personal Budgets. This will include the Personal Budgets Policy, parent/carer leaflet and up-to-date information on the Local Offer.

Preparing for Adulthood

In addition to the Children and Families Act 2014, the Care Act was also implemented in 2014 and this represents a significant reform of adults care and support. It places specific duties on local authorities, effective from April 2015, to support people to move from children's services to adult care and support services.

A successful transition into adult care and support services requires the young people, their families and professionals to work together to ensure an outcome-focused and person-centred approach for assessment, planning and support, alongside co-production and multi-agency approaches to planning and commissioning.

Developing the Market

It is recognised that over time, both local and national priorities and the capacity of the market to respond to these priorities will change. As part of ongoing performance monitoring, there will also be a need to identify the potential for managing the market. This applies to working with private and public sector providers to help them to understand the needs and priorities of the local context, and with the voluntary and community sector to work with them to develop the capacity to fully participate in joint commissioning arrangements and local service provision.

Resources

With the current acute financial pressure nationally on public sector services, a shared approach to joint commissioning services for children, young people and families using combined resources will ensure the best possible value for money to meet evidenced needs and priorities.

This strategy will seek to re-prioritise existing resources as necessary and commission services that are most efficient while still addressing needs and providing appropriate levels and types of support.

Accountability and Governance

The Children's Joint Commissioning Strategy Implementation Group is accountable for the Strategy and Action Plan. Progress will be reported to the Vulnerable Children and Young People Group, which is governed by the Children's Trust Board who will also receive updates twice per year.

Specific tasks linked to the one page Action Plan (pg12) are contained in a more detailed document held by the Children's Joint Commissioning Strategy Implementation Group. The Action Plan, which includes clear lines of accountability and timescales, will remain a live document and evolve in response to both local national and developments

The full Children's Services Joint Commissioning Strategy will be reviewed in 2018.

The Joint Commissioning Strategy will:

- Ensure joint planning and commissioning is at the heart of improving outcomes for our most vulnerable children and young people
- Develop robust forward planning, including preparing for adulthood, across children, young people and adult services, in respect of commissioned services and joint commissioning based on assessment of needs.
- Ensure compliance with relevant legislation and local requirements and consider national guidance and good practice.
- Support the development of the Joint Strategic Needs Assessment by contributing the outcomes of commissioning activity and developing proposals for shared priorities.
- Have an overview of all relevant commissioning activity and integrate commissioning across health, education and social care

PERFORMANCE AND IMPLEMENTATION

The Children and Young People's Strategic Plan includes a performance management strategy as a tool to identify areas where performance is of concern. The Children's Trust Board regularly monitors the progress of our children and young people against indicators under the following priority outcomes:

- Live in a safe supporting environment
- Benefit from all learning opportunities available to them
- Maximise their full potential
- Become confident and independent individuals
- Have access to the best services available
- Respect and be respected by their peers and adults
- Make a positive contribution to their communities
- Choose healthy and positive lifestyles
- Have access to advice and guidance to support their personal development.

In addition to working towards the indicators under the above priority outcomes, services that have been jointly commissioned will be monitored and evaluated against the outcomes specified in their contract/service level agreement. This will inform the ongoing analysis of the needs of children, young people and families in the East Riding which forms the joint commissioning cycle.

NB - Specific tasks, accountability and timescales related to the key actions are contained in a more detailed Plan held by the Children's Joint Commissioning Strategy Implementation Group.

Action Plan

- 1.1 Understand current commissioned services arrangements and how user feedback is gathered.
- 1.2 Use quantitative and qualitative needs analysis to identify current, future and unmet needs of children and young and their families and understand what is important to children, young people and their families.
- 1.3 Develop ways of gathering more informative commissioning intelligence across partners, including JSNA, by actively sharing information and working to fill in information gaps.
- 1.4 Use the SEND Local Offer feedback mechanism to find out how provision is used and the outcomes it achieves. Identify gaps in provision and understand the impacts of
- 1.5 Understand the awareness needs of the workforce in relation to commissioning.

1. Analyse

2. Plan

Children and Young People's Services Joint Commissioning Action Plan

November 2015

- 4.1 Work with children, young people and their families to review services, capturing learning from existing work and developing future processes.
- 4.2 Jointly monitor service delivery against expected outcomes including those within EHC Plans using the shared monitoring and performance management framework.
- 4.3 Use evidence from the SEND Local Offer feedback as part of our joint approach to reviewing the effectiveness of services provided.
- 4.4 Review and monitor workforce awareness in relation to commissioning.

4. Review

3. Do

- 2.1 Co-produce strategic, operational and individual commissioning plans with children, young people and their families.
- 2.2 Develop a position statement which is clear to the provider market and publish potential future commissioning intentions.
- 2.3 Consider longer term planning decisions and any invest to save possibilities making investment decisions and procuring /re-shaping services as appropriate.
- 2.4 Agree the core, essential and desirable outcomes we expect providers to deliver for any commissioned service for children and young people.
- 2.5 Ensure the most effective and proportionate approaches are taken to meet the desired outcomes including the actual procurement and monitoring requirements relating to service specifications.
- 2.6 Plan the timings of procurement activity across partners and ensure effective risk identification and risk management.
- 2.7 Explore potential joint commissioning opportunities with neighbouring and regional local authorities and CCG's.

- 3.1 Where possible, enable children, young people and their families to have control and choice relating to the support and services they receive.
- 3.2 Develop a resource allocation system which provides transparency and equity in terms of decisions about the allocation of personal budgets.
- 3.3 Provide transparent rationale for commissioning decisions made.
- 3.4 Construct a shared monitoring and performance management framework.

Glossary

CCG	Clinical Commissioning Group
CLA	Children Looked After
EHC Plan	Education, Health and Care Plan (replaces the statement of special educational needs)
ERYC	East Riding of Yorkshire Council
JSNA	Joint Strategic Needs Assessment
LA	Local Authority
Local Offer	Information provided by the local authority in a range of formats to enable parents/carers and children and young people to know what services are available in their area and how they can access them
PH	Public Health
SEND	Special Educational Needs and/or Disability

Appendix I - Associated documents and strategies linking to the Children's Joint Commissioning Strategy

Care Act 2014

Children and Families Act 2014

East Riding Children and Young People's Plan for 2013 - 2016.

East Riding Community Plan 2006 - 2016

East Riding Early Intervention Strategy 2013 – 2018

East Riding Economic Development Strategy 2013 - 2016

East Riding Improving Schools Improving Lives 2013-2016

East Riding Joint Strategic Needs Assessment

East Riding Looked After Children Strategy 2014 – 2017

East Riding Services for Adults Joint Commissioning Strategy 2012 – 2017

East Riding Securing Sufficient Accommodation for Looked After Children Statement

East Riding SEND Strategy 2014 - 2017

Health and Social Care Act 2012