

THE REPORT

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To: Kent Health and Wellbeing Board

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Subject: CHILDREN'S COMMISSIONING PLANS

Classification: Unrestricted

Summary: This report presents Children's Commissioning Plans against the backdrop of KCC's 'Facing the Challenge', priorities set out in Strategic Priorities Statements for 2014/15 and the 0-25 Portfolio.

The Commissioning Plans will oversee the effective commissioning of services to meet statutory duties and the delivery of strategic priorities as set out in the Every Day Matters and supported by the Strategic Priorities Statement for Social Care, Health and Wellbeing and Education and Young People's Services. A blueprint document sets out the vision and objectives for the 0-25 Portfolio together with milestones to enable delivery tracking.

FOR COMMENT

1. Introduction

(1) The purpose of this report is to present high level information about Children's Commissioning Plans as part of the full spectrum review being undertaken by the Health and Wellbeing Board.

(2) The focus of children's services within Kent County Council is to continue to support improving outcomes for children, young people and their families, ensuring that the right services are delivered at the right time, in the right place and at the right cost.

(3) Kent County Council's transformation plan 'Facing the Challenge' established four change portfolios, one of which is the 0-25 Portfolio. This will provide cohesive integration of transformation activity across services for children and young people and their families. The Portfolio comprises transformation

programmes across the children's social care, preventative and early help services within the organisation.

(4) Detailed objectives for directorates are set out in the 2014/15 Strategic Priority Statement documents for both Education and Young People's Services and Social Care, Health and Wellbeing. The priorities for both directorates are summarised in Section 4 below.

(5) The 0-25 Portfolio focuses on transformation programme outcomes and delivery of change to impact upon these strategic objectives. The changes will be delivered over a number of years and are likely to have significant impact on service delivery, staff, partners and providers. A blueprint document sets out the vision and objectives for the 0-25 change agenda and provides milestones for delivery.

2. Background

(1) Historically, commissioning for children, young people and their families has taken place in a number of different parts of the council and often in an uncoordinated way. The Top Tier realignment of the council has enabled improved integration and more effective working to achieve key outcomes and efficiencies.

(2) The Children's Commissioning Unit ensures that commissioning supports achievement of the best outcomes for children, young people and their families in the most efficient, effective, equitable and sustainable way through rigorous planning, needs analysis and evaluation, impact assessments, performance management and contract/market development and negotiation. This is achieved in line with the Council's Procurement Strategy "Spending the Council's Money", Kent County Council's Equality Strategy across the priority outcomes of the Equality Framework for Local Government (EFLG), customer insight and complying with the 'Duty to Involve', including the involvement of children and young people to inform the design and delivery of commissioned services and the Council's Environment Policy and Standard ISO 14001.

(3) Changes to services affecting children, young people and families in Kent have been underway for some time, including a substantial improvement programme for Children's Social Care, integration of services for adolescents, the national Troubled Families initiative and the changing policy context at a national level. However, with further savings still to be delivered and the vision for transformation set out in 'Facing the Challenge' it is recognised that there is still much work to be done.

(4) Work is taking place to build on the significant service changes started last year through improvements and alternative ways of working - the overall aims of which are to improve outcomes, manage demand in the context of demographic change, reduce costs and ensure effective commissioning and delivery of services.

(5) Nationally, the policy context will be shaped by the Children and Families Act 2014 which impact upon on how children's services are delivered with some of the responsibilities being in addition to – or an extension of what is currently delivered.

(6) Resilience and enablement are consistent themes running throughout the different transformation programmes in the directorate. Work will continue with families of children and young people to maximise use of early help and preventative support focusing on building resilience, improving outcomes when faced with challenging situations and reducing dependency.

3. Key principles

(1) The 14/15 Strategic Priority Statements for 'Education and Young People's Services' and 'Social Care, Health and Wellbeing' set out the detailed directorate objectives for the next year and beyond. The 0-25 Portfolio focuses on the overall contribution of programme outcomes and benefits to these strategic objectives. The portfolio will deliver change over a number of years and will have a significant impact on the way we will deliver services to children and young people. It is therefore likely to affect all KCC staff working with this age range, as well as our partners.

(2) The key principles underpinning the way in which transformation is being managed through the Portfolio approach are as follows:

- We will deliver services in a joined up way and integrate them where appropriate to have maximum impact on improving outcomes for children and young people
- We will make best use of public money, driving out efficiencies and focusing as much resource as possible on front line delivery
- We will proactively manage demand and target use of preventative/early help services
- We will keep children and young people firmly at the centre of what we do, involving them so that they are listened to and are actively engaged in the delivery of services
- We will empower families and individuals to become resilient, responsible and independent
- We will support and empower our workforce with strong leadership; ensuring staff have the right skills in the right place
- We will seek to integrate commissioning and increase integrated working with other statutory agencies and the voluntary sector
- We will consider the whole user journey of children and young people when we design our services, taking responsibility for their transition between age groups, tiers of need, and where relevant, into adult care provision.

4. Key Outcomes and Priorities

(1) Kent County Council and its partner organisations have a range of priorities and targets to meet when working with our customers. The Social Care, Health and Wellbeing Directorate is contributing to the delivery of whole council transformation in implementing the Transformation Plan – *Facing the Challenge: Delivering Better Outcomes*. We are doing this within the three key transformation themes of *Managing Change Better*, *Integration & Service Redesign*, and *Market Engagement & Service Review*.

(2) Every Day Matters is the Children and Young People's Strategic Plan for Kent. It establishes a vision where *"Every child and young person in Kent achieves their full potential in life, whatever their background"*.

The following outcomes are set out in the Plan:

- Keep all children and young people safe
- Promote the health and wellbeing of all children and young people
- Raise the educational achievement of all children and young people
- Equip all young people to take a positive role in their community

(3) The Strategic Priorities Statement documents translate these outcomes into work streams for the council to deliver. The main areas of focus for the Social Care, Health and Wellbeing Directorate Statement this year are:

- Planning for growth and a changing population; meeting the increasing demand for services in a challenging financial environment
- Tackling deprivation and removing inequalities; improving user outcomes and positive experiences for all
- Promoting independence, resilience and enablement
- Creating a more sustainable service through transformation, with greater emphasis on better procurement, increased prevention, and improved partnership with the NHS to deliver better outcomes for Kent residents at lower cost
- Developing a workforce that is flexible, adaptable to change and that has the skills, competencies and capacity to deliver on our priorities, ensuring that our leaders and managers have the skills and tools required to lead the change, improving the capacity and performance of the management structure and decision making authority.

(4) The Education and Young People's Directorate priorities can be summarised as follows:

It continues to be a priority to ensure success by supporting:

- School leaders to lead the system through stronger school partnerships, the Kent Association of Headteachers, working at a local level through District and Area forums that have strong and purposeful working relationships in order to deliver the best opportunities and outcomes for children and young people
- Schools to procure support services well, have real choice and be able to procure high quality cost effective services through EduKent
- Increased collaborative working in the early years and childcare sectors
- Locality based working and commissioning to pool and target resources to local needs in Districts
- Local 14-19 strategic partnerships to maximise effort and increase capacity to transform post 16 learning pathways and training opportunities so that they are truly excellent
- District based multi-agency working to deliver more integrated preventative and early help services through KIASS and the 0-11 service.

5. Transforming through the 0-25 Portfolio

(1) There are currently six Programmes within the 0-25 Portfolio:

- Skills and Employability (*proposal stage*)
- Disabled Children and SEN (*proposal stage*)
- Children's Transformation (*initiation stage*)
- 0-11 Integration (*initiation stage*)
- Kent Integrated Adolescent Support Services (*live*)
- Troubled Families (*live*)

(2) As part of this portfolio management approach, each of the programmes and projects will be tested against the vision and deliverables set out in Section 6.

(3) In recognition of the cross cutting and integrated nature of this portfolio, there are two identified Senior Responsible Owners who share joint accountability for delivery, reporting in to the Cabinet Member for Transformation via the Transformation Advisory Group. The SROs are responsible for providing the overall leadership and direction of the transformational change within the portfolio, ensuring the viability of business cases and ultimately the realisation of identified benefits.

(4) Given the strong interdependencies that exist between programmes within the portfolio, the approach to transformational change will be collaborative, flexible and open. Lines of accountability must, however, remain clear and transparent.

6. Key Results

(1) The key results for the Portfolio are as follows:

- The delivery of savings targets within the MTFP
- The transformation and integration of preventative/early help services to a new operating model which is locally responsive, targeted on identified need, integrated to ensure a continuum of support, empowers families to take responsibility and is outcome focused
- Strong case management of all children and young people receiving KCC services, monitoring progress and the quality of interventions, and ensure risks are escalated when appropriate
- Close links and coordination with local schools, pupil referral units, children's centres, early years settings, health providers, voluntary sector organisations and FE colleges and work based learning providers
- Establish strong links to the national and Kent youth criminal justice services and ensure adherence to the Modern Youth Justice Guidelines
- Single points of access to services for children and young people
- Key worker or lead professional models of delivery
- Agreed information sharing and data gathering systems and processes which are fit for purpose to share information and meet service needs, and are integrated and consolidated around users rather than services
- A core outcomes framework across the portfolio that uses a common language and agreed measurable

- Clear protocols for risk assessment and the stepping up and stepping down of cases across all services for children and young people
- A strong, responsive and integrated workforce, supported by a robust workforce development programme to improve skills and capacity to meet needs. Early help staff will be skilled to take responsibility for providing a first level of support in a range of areas (e.g. public health, school attendance, safety)
- An agreed integrated commissioning strategy (which will link to the Joint Strategic Needs Assessment)
- The integration of the Troubled Families Programme into the service delivery models with a focus on the needs of the whole family and the pathways leading to a reduction in dependency on support services.

7. Key Customer Outcomes

(1) Putting children and young people at the heart of services and designing these around their needs requires collection and evaluation of feedback from them more effectively. In defining the service offer there needs to be recognition of the role of the family in shaping the ambition, behaviours and resilience of children and young people.

(2) A wide range of business and customer intelligence, performance and feedback information should be used to inform policy and resourcing decisions. This intelligence will be invaluable to KCC in measuring and evaluating the quality and impact of customer service in the future. This intelligence should be shared between services and engagement activities with users aligned to avoid duplication.

(3) Principles of this approach this will be:

- Children, Young People and their families will know what standards to expect
- Their expectations will be set appropriately for the service
- A consistent quality and ease of access to services regardless of delivery channel.

(4) KCC will be able to demonstrate improvement by:

- The voice of the child/young person will be clearly evidenced in our approach to working with them – particularly in casework
- Customer insight will be gathered consistently to inform redesign
- Services will be designed around the needs of children and young people
- Streamlined processes will be in place to avoid wasted customer effort and resources
- Reduced demand on high cost and high intensity services
- Reduced costs across a range of welfare and other public services
- Use of feedback from children and young people consistently to understand our service users experiences
- Use of feedback from families to understand their experience.

8. Engagement of Local Health and Wellbeing Boards

(1) At a local level there is been sustained involvement with the public through participation groups and the local health and social care integration implementation groups. Health and Social Care Integration Steering Groups at the local level have patient and service user representatives and as part of the operational integration programme regular surveys on integrated care are undertaken.

9. Links with the Health Wellbeing Strategy and the JSNA

(1) The commissioning intentions reflect the priorities of the Joint Health and Wellbeing Strategy. In particular, Priority 3 which is to “Tackle the gaps in provision” through integrated commissioning and provision. In addition, Outcome 1 states that “Every child has the best start in life”. Under this Outcome, the Strategy commits to “Achieve our ambition of having fully integrated children’s services for children aged 0-11”.

10. Stakeholder Engagement

(1) Stakeholders are engaged through:

- Task and Finish groups are being established by the Children’s Health and Wellbeing Board
- Departmental Management Team and Accountable Officers are currently considering options for the integration of children’s commissioning across KCC and CCGs
- Specific priorities will include bespoke engagement activity – for example, plans are in place for a multi-agency Children’s Emotional and Mental Health summit this summer.

11. Summary

(1) This report has provided a summary position of the commissioning plans being taking forward by Children’s Services.

12. Recommendation

(1) The Health and Wellbeing Board is asked to:

A) **COMMENT** on Children’s Commissioning plans

Background documents

‘Facing the Challenge – Delivering Better Outcomes’, the Children’s Services Transformation Programme, 2013

0-25 Programme Blueprint 2014

Every Day Matters – Children and Young People’s Strategic Plan, 2013

Social Care, Health and Wellbeing Directorate Strategic Priorities Statement
2014/15 (draft)

Education and Young People’s Services Strategic Priorities Statement 2014/15

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