

NORTH LINCOLNSHIRE COUNCIL

CHILDREN, FAMILIES AND LEARNING CABINET MEMBER

**SERVICES FOR CHILDREN AND YOUNG PEOPLE
COMMISSIONING STRATEGY 2016-18**

1 OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek Cabinet Member approval to publish the refreshed Services for Children and Young People Commissioning Strategy 2016-18.

2 BACKGROUND INFORMATION

- 2.1 The Services for Children and Young People Commissioning Strategy sets out North Lincolnshire Councils commissioning intentions to support children, young people and their families. It complements the North Lincolnshire Strategy – Aspiring People, Inspiring Places and aligns to the Joint Health and Wellbeing Strategy, Children and Young Peoples Plan, the LSCB Business Plan and the priorities of the People Directorate.
- 2.2 High quality commissioning is about reshaping, creating and developing the right services, at the right time, in the right place and delivered by the right workforce in response to the changing population and population needs. The Strategy identifies key commissioning activities for 2016-18 to meet local need, transforming services to ensure we have:
- Safe children and vulnerable adults
 - Supported families and carers
 - Transformed lives.
- 2.3 The Commissioning Strategy outlines:
- Our vision, outcomes and ambitions to transform services for children and young people
 - Our local commissioning approach, principles and standards
 - Need and legislation that inform and shape our commissioning
 - How we undertake commissioning
 - A list of contracts and commissioning activity for 2016-18
 - How we will work with organisations to develop local provision and services for the future.

3. OPTIONS FOR CONSIDERATION

3.1 Option 1- Cabinet Member approves the publication of the refreshed Services for Children and Young People Commissioning Strategy 2016-18.

4. ANALYSIS OF OPTION

4.1 Approving the publication of the refreshed Services for Children and Young People Commissioning Strategy 2016-18 will:

- Enable the Local Authority to set out its commissioning intentions
- Enable providers to develop and bid for services to meet local need, improve outcomes and deliver value for money
- Show clear themes and priorities within local plans/strategies and how they shape commissioning
- Outline standards to ensure high quality commissioning and service delivery
- Support delivery of statutory requirements
- Demonstrate expectations in relation to quality and safeguarding, clearly positioning LSCB priorities in our commissioning
- Show how we understand and work together with children, young people, families, partners and organisations to achieve better outcomes.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 Financial

There are no immediate financial implications to the council. The refreshed Commissioning Strategy sets a clear direction to meet the needs of children, young people and families in North Lincolnshire. It provides information to influence service development, delivery and planning. This strategic approach will contribute to future efficiencies and value for money.

5.2 Staffing

There are no staffing implications as a result of publishing the Services for Children and Young People Commissioning Strategy.

6. IMPLICATIONS FROM INTEGRATED IMPACT ASSESSMENT

6.1 There are no negative impacts identified from the integrated impact assessment.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTEREST DECLARED

7.1 The views of children, young people, families, organisations and partnerships have informed the Commissioning Strategy. There are no known conflicts of interest.

8. **RECOMMENDATIONS**

- 8.1 That Cabinet Member approves the publication of the refreshed Services for Children and Young People Commissioning Strategy 2016-18.

DIRECTOR OF PEOPLE

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Date: 14th July 2016

Background Papers used in the preparation of this report:
Care and Support Statutory Guidance – DoH



Services for Children and Young People

Commissioning Strategy 2016 - 2018

| Status | Date | By Whom |
|---------------|-------------|----------------|
| Approved | 03/2015 | Victoria Gibbs |
| Updated | 07/2016 | Rebecca Hollis |
| Review Date | 07/2018 | |

Safe Children and Vulnerable Adults

Supported Families and Carers

Transformed Lives

People
Directorate



Safe, Supported, Transformed

COMMISSIONING STRATEGY

Services for Children and
Young People

2016 - 2018



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1. INTRODUCTION

The purpose of this Commissioning Strategy is to outline the commissioning intentions to support children, young people and their families across North Lincolnshire. Over the years, strong relationships have been built with partner agencies, providers, children, young people, and their families. The aim of this strategy is to ensure that we understand the needs of our population and continually place children and young people at the heart of everything that we do. Working together with partners, providers and our communities, we strive to develop and design services that achieve improved outcomes for children, young people and their families.

North Lincolnshire has a strong vision and ambition for the area of **aspiring people, inspiring places**. Through effective commissioning we are ambitious for children, young people and their families. We embrace diversity, strive for equality, and seek to raise the aspirations of local people. We challenge ourselves and each other to get it right, to enhance quality of life for our individuals and communities, whilst encouraging economic growth and supporting our existing and new businesses to meet the needs of our population.

Effective commissioning in North Lincolnshire is about reshaping, creating and developing the **right service, at the right time, in the right place** in response to the changing population and changes in population needs. In North Lincolnshire we are committed to working together to transform and commission services to ensure that we have:

- ➔ Safe children and vulnerable adults
- ➔ Supported families and carers
- ➔ Transformed lives.

As the People Directorate, our overarching commissioning priority is to improve outcomes for children, young people and families. Our aim is to transform services, whilst raising aspirations and enhancing wellbeing for all. Our commitment is to ensure that we enable support and services to wrap around children and young people in line with North Lincolnshire's Single Organisational Model. Children and young people are at the heart of our communities and services are commissioned based on need and outcomes.

To do this, we are committed to improving how services are commissioned to provide good value for money whilst retaining high standards of quality. Support and services will be commissioned based on what works and will be evidence based. We will ensure our processes are consistent, fair, transparent and effective. With our partners, we will explore joint commissioning opportunities at a strategic and partnership level where it is deemed that improved outcomes and improved value for money can be achieved.

This strategy complements the North Lincolnshire Strategy – *Aspiring People, Inspiring Places*. Our vision is for North Lincolnshire to be an area with aspiring people and inspiring places.

Our priorities are;



Underpinning our priorities are our values. We are committed to ensuring excellence in customer services and pledge to ACT in a way that is:

| | | |
|---|---|---|
| ACCOUNTABLE Deliver on the promises we make and take responsibility | COLLABORATIVE Work together to deliver the right outcomes | TRANSPARENT Open and honest in all that we do |
|---|---|---|

ONE COUNCIL COMMISSIONING

North Lincolnshire Council's corporate approach to '*One-Council Commissioning*' outlines a commitment to developing a strategic and integrated commissioning capability which will transform outcomes for local people and communities.

KEY ACTIVITIES FOR 2016 - 2018 INCLUDE:

- ➔ Working with partners and providers to agree and implement the vision for an integrated 0-19 Healthy Child Programme
- ➔ Developing a model of Intensive Health Visiting service to support vulnerable parents and young children.
- ➔ Working with partners to ensure that Unicef Baby Friendly Level 3 is achieved
- ➔ Deliver on our commitments in the Child Adolescent Mental Health Services (CAMHS) Transformation Plan, including developing web based tools to enable children, young people and families to access safe and accurate information, establish a Specialist Social Work post within CAMHS to oversee co-ordinated multi-agency support to children and young people on the edge of Tier 4 and to promote active discharge planning.
- ➔ Review the multi-agency peri-natal care pathway
- ➔ Developing and implementing the offer of Youth including bespoke prevention, wellbeing, life chances and diversionary provision
- ➔ Re-commission the range of short break services for disabled children, including joint commissioning with health of a support service for parents of disabled children.

Safe Children and Vulnerable Adults; Supported Families and Carers; Transformed Lives

- Reviewing Comprehensive Sexual Health Services in order to ensure equality of take up and reduce health inequalities
- Re-commissioning specialist therapeutic services to children and young people whom have suffered significant harm including CSE
- Reviewing targeted speech and language services (SEND)
- Continue to commission the “Not in Our Community” Social Media Campaign
- Continue to care for and support Children in Care locally and reduce the need for external agency placements where possible and safe to do so
- Increase in house residential care provision in order to meet need locally
- Working regionally in order to achieve a consistent offer for young people whom are Staying Put in External Placements
- Continue to seek out further opportunities to jointly commission services.

2. OUR VISION, OUTCOME AND AMBITION

2.1 HEALTH AND WELLBEING STRATEGY

The Joint Health and Wellbeing Strategy set a vision for the area that:

“North Lincolnshire is a healthy place to live where everyone enjoys improved wellbeing and where inequalities are significantly reduced”.

Tackling the wider determinants that affect health and wellbeing is a responsibility for everyone. The Joint Health and Wellbeing Strategy (JHWS) provides the context and structure for how partners across North Lincolnshire can add value by working together differently. This includes collaboration between commissioning authorities, partners, providers and people in need of services. The focus is to improve outcomes for the population across all life stages - *starting well, developing well, living and working well, ageing and retiring well and dying well.*

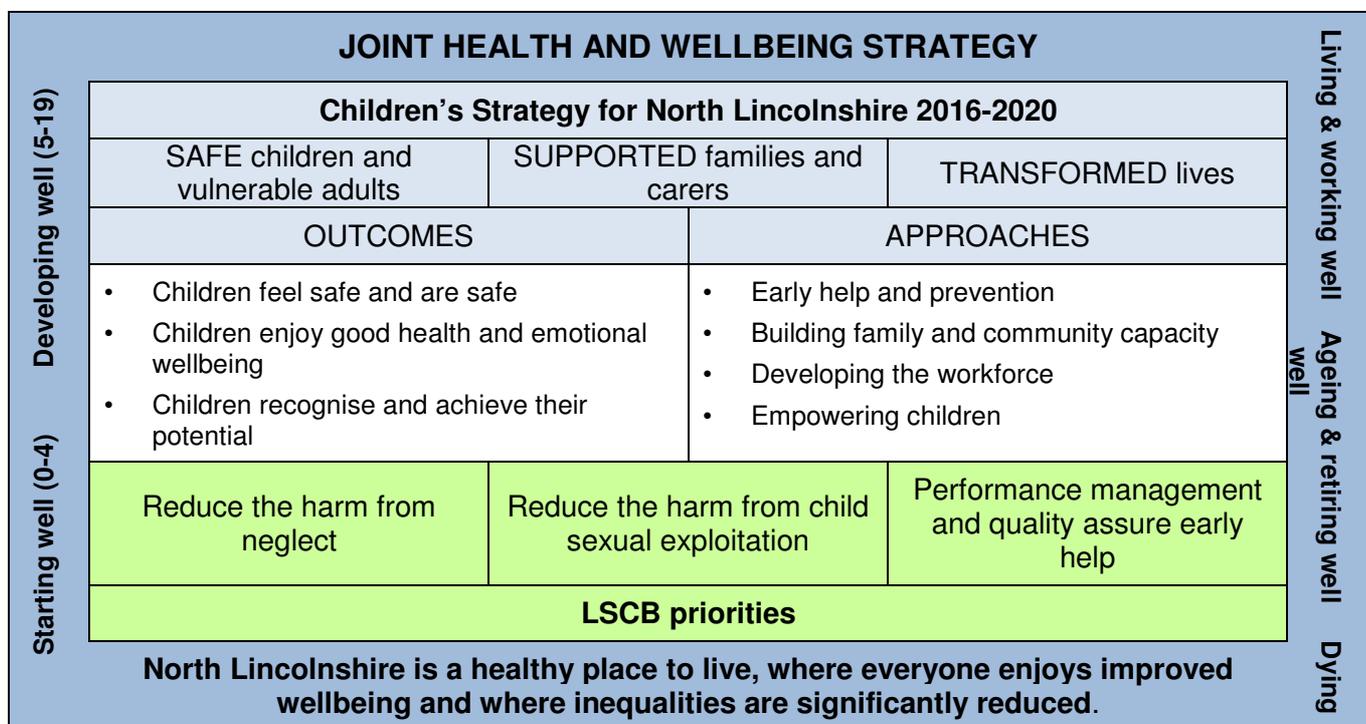
This commissioning strategy has a primary focus on **starting well** and **developing well**.

The Health and Wellbeing Board Strategic Priority Actions were refreshed in 2016 in order to provide a focus on “Big Ticket” issues. The Big Ticket issues for North Lincolnshire are **reduce the harm caused by tobacco** and **adults and children having a healthy weight**.

In addition to the big ticket issues the Health and Wellbeing Board pledged a collective role and commitment to **tackling alcohol use**, improving **emotional health and wellbeing** and **promoting healthy ageing**.

2.2 TRANSFORMING SERVICES FOR CHILDREN AND YOUNG PEOPLE

This Commissioning Strategy supports the achievement of the North Lincolnshire’s vision to ensure children and young people are **safe**, families and carers are **supported** and lives are **transformed**. The Strategy is aligned to the Health and Wellbeing Strategy, Children’s Strategy for North Lincolnshire 2016-2020 and the LSCB Business Plan.



3. COMMISSIONING – OUR LOCAL APPROACH

The ‘One Council Commissioning – Statement of Intent’ outlines North Lincolnshire Council’s commitment to a strategic commissioning approach that transforms the way we achieve outcomes for local people and communities.

Our strategic commissioning approach incorporates the whole cycle of how public services in North Lincolnshire are planned, designed, developed, procured, delivered and managed. Locally commissioning is defined as:

“...the cycle of identifying the needs and priorities for our area, developing policy direction, service models and the market to meet those needs, acquire them in the most cost-effective way and continually evaluate the impact and outcomes”.

3.1 OUR COMMISSIONING PRINCIPLES

In order to ensure high quality commissioning that meet the needs of our population, we have developed a series of commissioning principles. Our principles underpin transforming services for children, young people and families and can be aligned to three levels – strategic (universal), service (targeted) and individual (specialist).

STRATEGIC LEVEL

The People Directorate will;

- ➔ Ensure all commissioned services are outcome focused and place children, young people and families at the centre.
- ➔ Involve the right people in commissioning at the right time in the right place. We engage and involve communities, children, young people, families, the workforce, partners and providers in the full commissioning cycle and in setting our priorities.
- ➔ Value the input, skills and capabilities of children, young people, families, the workforce, partners, providers and communities in our commissioning activity.
- ➔ Work collaboratively, developing relationships between partners, other council services, commissioning agencies, service providers, communities and individuals operating on the basis of understanding and trust.
- ➔ Support innovation by considering options to deliver efficiency savings while supporting outcomes. We look towards innovative funding models such as social return on investment and payment by results where this will improve outcomes.
- ➔ Focus on quality and value for money, so that more can be achieved with the resources we have available, in a way that is socially and financially sustainable.
- ➔ Invite constructive challenge by being transparent with our commissioning processes and strategies.
- ➔ Work within the principles of intelligent commissioning in setting our local priorities and developing commissioning options by understanding need, demand, supply and resources including our local market and assets.
- ➔ Encourage diversification and support development of the whole market place by working together to create a well-developed market place to ensure sufficient and high quality services and support across a range of sectors including public, private, voluntary and community.
- ➔ Ensure that joint commissioning is undertaken where there is added value from working together.
- ➔ We continuously evaluate and measure how we are doing in serving the children, young people and families of North Lincolnshire.

SERVICE LEVEL

The People Directorate will;

- ➔ Commission for excellence, we have high standards and operate on principles of what works and what people tell us. Our approach is evidence based, designed around models of good practice and continuous learning/review.
- ➔ Commission services that respond to the needs of local children, young people and families in need of help, care and protection.
- ➔ Design services and solutions around the individual.
- ➔ Embed engagement and safeguarding throughout the commissioning cycle, considering the needs of people who use services to maximise opportunities
- ➔ Take a balanced approach to commissioning for vulnerable groups as well as commissioning for whole populations to reflect economies of scale.

- ➔ Invest in early help and at the earliest point.
- ➔ Commission services that are accessible, acceptable and available to support prevention and to meet assessed need for those requiring support at a targeted and specialist level.
- ➔ Prioritise resources to the most vulnerable and to agreed priorities.
- ➔ Empower individuals, families and communities to become more resilient using a strengths based approach.
- ➔ Develop a community assets approach to commissioning and community development. Maximising the use of resources such as early years settings, Children's Centres and shared buildings
- ➔ Seek to capture capacity and resources available in communities to better understand what people are able to do and want to do for each other.
- ➔ Commission low risk, or high volume services and activities. Services which directly support or impact on high risk services such as social work will remain direct Local Authority provision.
- ➔ Focus on services that help people help themselves.
- ➔ Invest to save and ensure our commissioned services are value for money.
- ➔ Consider integration, co-location or partnership working where this delivers better services and improved outcomes.
- ➔ Take an outcomes based accountability approach to achieve outcomes across life stages – this reflects a strong commitment to performance management and monitoring of our commissioned services.
- ➔ Support and encourage commercial and entrepreneurial delivery models where it benefits the service user and complements the Directorate's purpose and values.
- ➔ Develop diversity and quality in provision of services, promoting the efficient and effective operation of a market in services for meeting needs.
- ➔ Develop and shape services for young people to meet their needs and form a new nuanced approach to young people.
- ➔ Work closely with our providers to ensure external residential provision is safe and of a high quality.
- ➔ Continually review our practices in relation to contract monitoring of Children in Care placed in external provision.

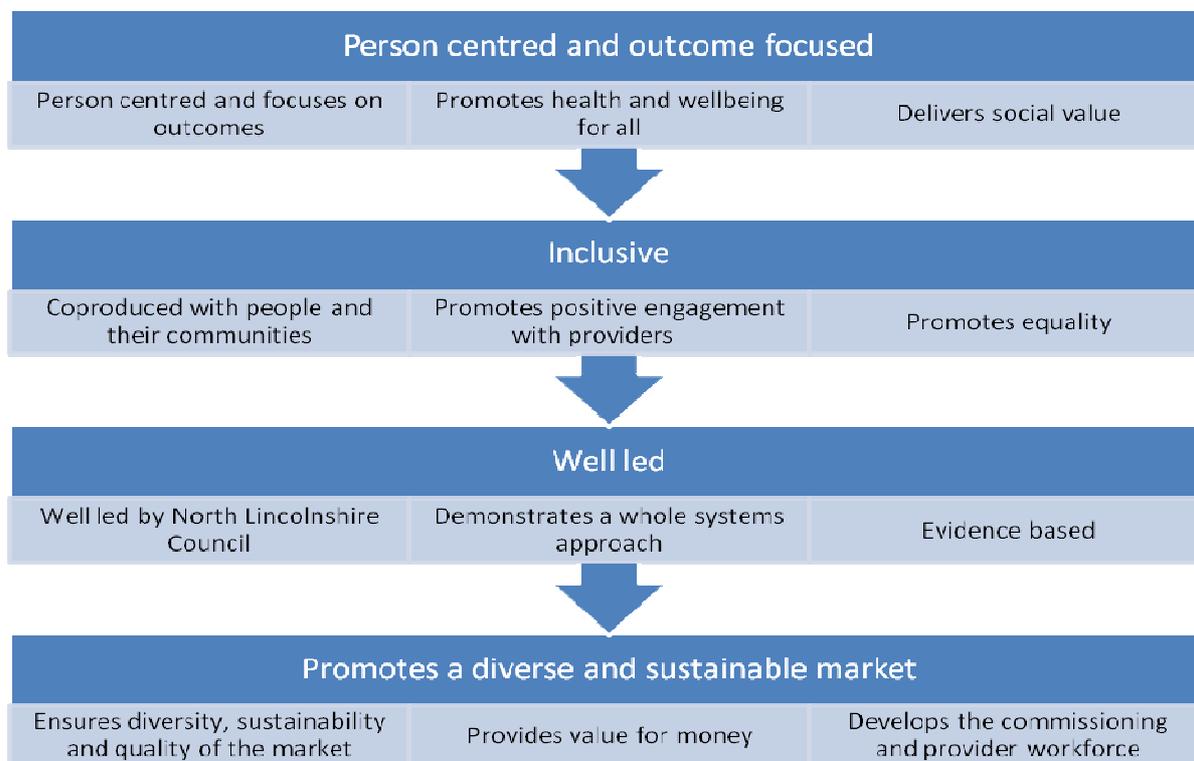
INDIVIDUAL LEVEL

We commission services and solutions where **every child and young person has the right;**

- ➔ To feel safe and be safe
- ➔ To a stable family life
- ➔ For their individual circumstances, background, and culture to be recognised, respected and valued
- ➔ To be able to discover their strengths and reach their potential
- ➔ To contribute positively to their local community
- ➔ To services and support that meet their needs
- ➔ To be consulted on plans, interventions and services that directly affects them.

3.2 COMMISSIONING STANDARDS

This Commissioning Strategy is underpinned by overarching standards that ensure effective high quality commissioning.

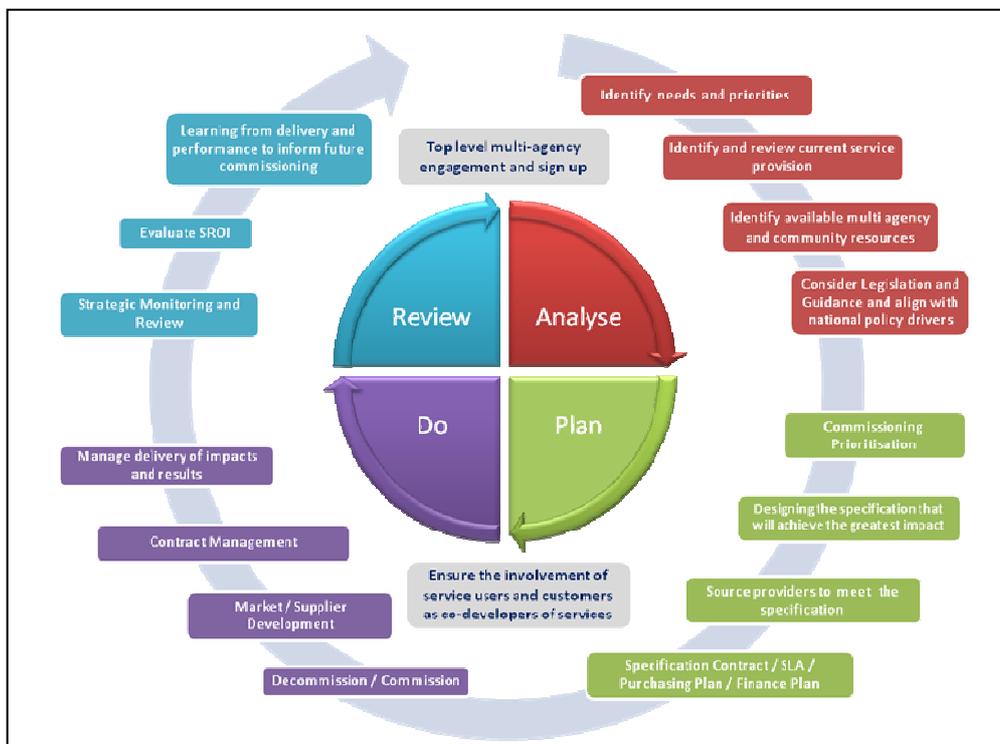


Therefore we expect to see services that:

- are targeted towards children, young people, families and communities with the greatest need
- are informed by the views and journey of the child/young person
- support improved outcomes.
- identify needs early on with early interventions reducing the risk of needs becoming engrained and complex
- are informed by research and are evidence based
- can demonstrate better value for money and a social return on investment
- maximise and value the skills and experience of the staff group
- support and deliver statutory requirements
- support our strategic priorities
- are delivered more efficiently and effectively
- minimise and manage risks and costs in the long term.

3.3 OUR COMMISSIONING METHODOLOGY

Within the ‘Statement of Intent - One Council Commissioning’, North Lincolnshire Council set out an ‘Assess, Plan, Do, Review’ methodology to drive the commissioning process. The four stages of the commissioning cycle are demonstrated below.



| | |
|--|---|
| <p>Review – Have we met need?</p> <ul style="list-style-type: none"> - Monitor service delivery against expected outcomes to ensure they are being achieved; - Ensure performance management measures can evidence improved outcomes; - Evidence: <ul style="list-style-type: none"> - Has the service made a difference? - Is anyone better off? - How will we know? - Evaluate Social Return on Investment; - Agree actions for improvement; - Contract management and compliance; - Monitor to check resources and outcomes are sustainable; - Learn from delivery and performance to inform future commissioning. | <p>Analyse – Understand needs and priorities</p> <ul style="list-style-type: none"> - Identify local needs, priorities and outcomes; - Identify and review current service provision; - Consider available evidence (performance data, customer feedback, value for money profiles); - Talk to children, young people and families; - Involve communities; - Talk to providers; - Understand the existing market and identify gaps; - Identify available multi agency and community resources; - Understand localities and build local knowledge. - Consider legislation and guidance and align with national policy drivers |
|--|---|

| | |
|--|---|
| <p>Do – Meeting need, how will we do it?</p> <ul style="list-style-type: none"> - Make decisions to secure better outcomes; - Commission/Decommission - Make investment decisions based on the most appropriate action identified in the plan, within affordability constraints; - Purchase what has been agreed at the planning stage (procurement); - Ensure efficiency, effectiveness and value for money; - Develop and manage the market/supplier development; - Support providers with robust advice and guidance to ensure best practice is followed - Contract management - Manage delivery of impact and results. | <p>Plan – What do we need to do?</p> <ul style="list-style-type: none"> - Agree the vision; - Commissioning prioritisation; - Map out potential new ways of doing things, including service redesign; - Continue to involve families, providers and communities in the planning process; - Assess the different options; - Design the specification that will achieve the greatest impact; - Source providers to meet the specification; - Plan workforce requirements and identify gaps; - Produce service specification and contract including budget allocation. |
|--|---|

4. OUR DRIVERS AND PRIORITIES – WHAT INFORMS OUR COMMISSIONING

North Lincolnshire’s commissioning and procurement plans and priorities for 2016 to 2018 are determined by legislation, statute and national and local priorities including:

- North Lincolnshire’s Joint Health and Wellbeing Strategy 2013-2018
- North Lincolnshire’s Joint Strategic Needs Assessment (JSNA)
- The North Lincolnshire Strategy
- North Lincolnshire’s Integration Statement
- Children’s Strategy for North Lincolnshire 2016-2020
- People Directorate Plan and Delivery Plan ‘*Transforming Services for People*’
- Early Help Strategy 2015-2017
- LSCB Business Plan 2015 to 2017
- Education Plan “*all our children*”
- Primary, Adolescent and College Lifestyle Surveys
- Local data and prevalence
- The Health and Social Care Act 2012
- Children and Families Act 2014
- Children Act 1989 and Securing Sufficient Accommodation for Looked After Children
- The Breaks for Carers of Disabled Children’s Regulations 2011
- Working Together 2015 and Supplementary Guidance
- SEND Code of Practice 2014
- DfE Vision for Change
- Children and Social Work Bill
- Adoption reform including regionalisation
- Unaccompanied Asylum Seeking Refugee Scheme
- Expected Life Chances Strategy
- Teaching Partnership
- Future implementation of the Education for All Bill toward school led systems
- Wood Review of LSCBs
- National and Local reviews on specific issues, i.e. FGM, Child Trafficking, Prevent
- Ofsted thematic surveys and review of CSE including the Jay Report and the Coffey Report
- Ofsted thematic surveys including children living away from home, neglect and early help.

4.1 EMBEDDING HEALTH IMPROVEMENT

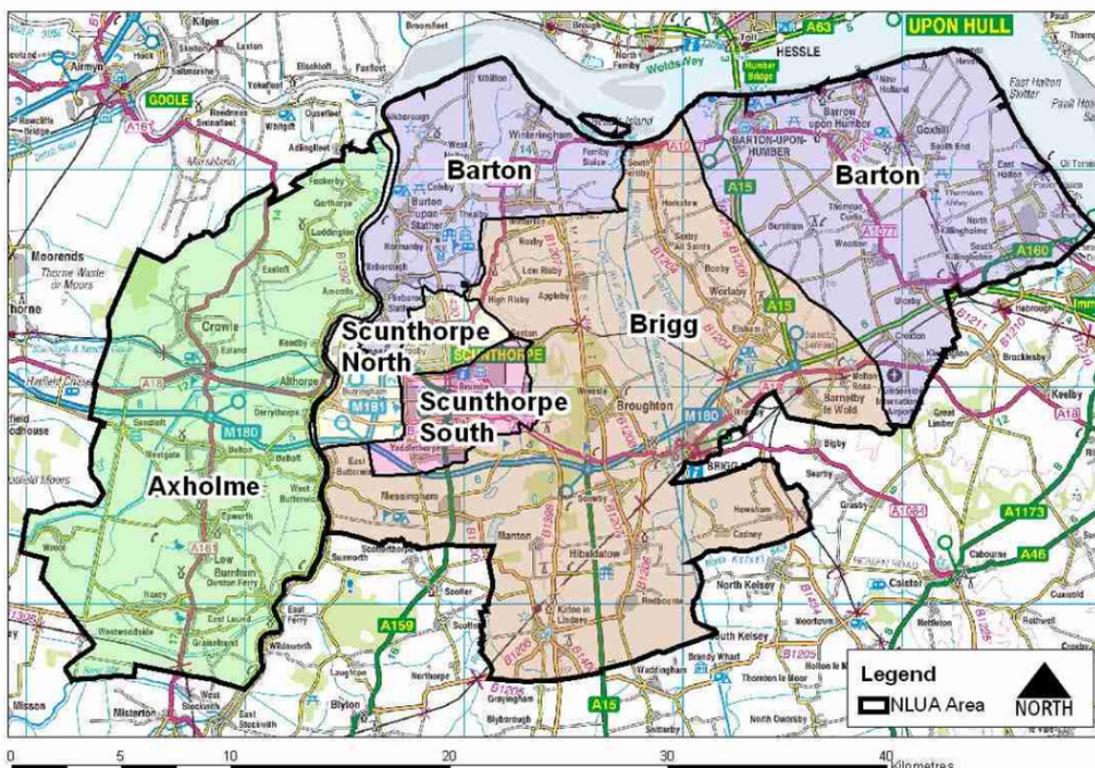
The Health and Social Care Act (2012) set out the transfer of public health responsibilities to the Local Authority. North Lincolnshire Council has a specific responsibility for health improvement and for performance in relation to the Public Health Outcome Framework Indicators. This sits alongside the commissioning responsibilities for public mental health, sexual health, children's substance misuse, school nursing and health visiting. This presents clear opportunities to ensure that local services embed health and wellbeing, reinforcing our commitment to improving outcomes for our population across all life stages.

Commissioners have a clear responsibility to address the wider determinants that affect health and wellbeing. We recognise that good commissioning promotes health and wellbeing for all. We see improving wellbeing as an overarching commissioning standard. Moving forward we see all commissioned services for children, young people and families being linked to health improvement and addressing the wider determinants of health, thus ensuring inclusivity and equality of opportunity.

We aim to cultivate an environment that supports service providers to work in partnership with one another and North Lincolnshire Council to develop preventative services, reducing and delaying the need for specialist care services. We will take a role in influencing and coordinating local services which promote health and wellbeing.

4.2 UNDERSTANDING OUR POPULATION

North Lincolnshire is divided into five localities, namely Scunthorpe North, Scunthorpe South, Brigg and the surrounding villages, the Isle of Axholme and Barton and Winterton and the surrounding villages.



North Lincolnshire Council, NHS North Lincolnshire and North Lincolnshire's Health and Wellbeing Board have adopted these localities for the purposes of strategic needs analysis, commissioning intentions and service planning for children and young people. Within North Lincolnshire there are:

- ➔ 14 Secondary Schools including a University Technical College
- ➔ 62 Primary Schools
- ➔ 2 Special Schools
- ➔ 2 Pupil Referral Units
- ➔ 12 Children's Centres
- ➔ 37 of the primary and infant schools have nursery provision.

Three of the secondary schools have sixth-forms offering a wide range of courses and quality post 16 provision. We also have one Sixth Form College and one Further Education College.

A summary of the population and statistics in relation to children and young people across North Lincolnshire is outlined below. This information supports commissioning intentions and ensures resources are targeted at the appropriate levels of need within the Single Organisational Model.

| Indicator- | Population (numbers and percentage) |
|---|-------------------------------------|
| Total population in North Lincolnshire | 169,247 * |
| Total child population: | 35,220 (20.8%) * |
| Percentage and number of young people aged 0-4 years living in North Lincolnshire | 5.7% (9,771) * |
| Percentage and number of young people aged 5-10 years living in North Lincolnshire | 7.2% (12,210) * |
| Percentage and number of young people aged 11-17 years living in North Lincolnshire | 7.8% (13,249) * |
| Children on a school roll | 22,912 (Jan 2016) |
| Percentage of Primary Aged Children eligible for Free School Meals | 15% (2,053) |
| Percentage of Secondary School Aged Children eligible for Free School Meals | 6.4 % (1,166) |
| Children in need rate per 10,000 | 309.1 (March 2016) |
| Number of Children in need | 1057 (March 2016) |
| Rate of children who were the subject of a Child Protection Plan at 31 st March 2016 per 10,000 children | 44.44 (152) |
| Percentage of young people population (0-17 years) living within the top 30% most disadvantaged super output area | 33.4% (11, 795) |

| Indicator- | Population (numbers and percentage) |
|--|-------------------------------------|
| Percentage and number of Children in Care | 0.07% (202) |
| Percentage and number of Care Leavers 16-17 year olds = 5 and 18-21 year olds = 58 | 0.18% (63) |
| Percentage of Children in Care for 1 year+ with a statement of SEN | 32.4% |
| Children and young people with a Statement of Educational Needs for moderate to severe learning disabilities** | 0.03% (110) |
| Number of children and young people with a Statement of SEN | 759 |
| The estimated number of children with disabilities** | 2,558 |

Unless otherwise stated, this list is based on the North Lincolnshire Data Observatory 2014 population projection; all percentages are based on these projections unless stated.

* Based on the data in the North Lincolnshire Data Observatory extracted March 2016 (most recent data 2014 projections)

** 2011 Census based on parental self-reporting

4.3 VOICE OF CHILDREN AND YOUNG PEOPLE

NORTH LINCOLNSHIRE CHILDREN AND YOUNG PEOPLE'S LIFESTYLE SURVEY 2013/2014

The lifestyle survey of primary aged children, adolescents and college students in North Lincolnshire has revealed continuing improvements to health and wellbeing in the last 10 years.

Overall the following participated in the surveys:

| <u>Survey</u> | <u>Year Group</u> | <u>Responses</u> | <u>%</u> |
|---------------|---------------------------|------------------|------------------|
| Primary | Years 5 and 6 (Age 9-11) | 1,897 | 50% of age group |
| Adolescent | Years 7 to 11 (Age 11-15) | 5,689 | 63% of age group |
| College | Year 12 (Age 16-17) | 560 | 30% of age group |

Respondents were representative in terms of gender, ethnic group, disability, free school meal status and rural urban mix.

Overall, the results of the survey are very positive and suggest an increase in positive aspects of health and wellbeing and a decline in behaviours that can be categorised as risky. The surveys identify that the majority of young people have a positive outlook on life and most are happy, confident and feel they have a lot to be proud of. However, there are some differences between some groups (i.e. boys/girls and young people with disabilities), which increase as young people get older.

The survey identifies some opportunities for improvement, including additional low-level emotional support and additional support for careers advice.

The surveys identify key issues for our children and young people including the following themes for commissioners:

- Developing services that support changes in family life patterns either at transitional points or throughout life stages
- Investing in parenting support across all levels of need
- Taking a One Council approach to commissioning services that provide information, advice and guidance for families
- Developing low level emotional support services investing in early help and at the earliest point
- Ensuring a whole life approach to carers services
- Developing and integrating our 0-19 Healthy Child Programme offer
- Continue to develop a range of sexual health services across all levels of need
- Continue to invest in prevention services/programmes that enhance physical and emotional wellbeing
- Increase opportunities for children and young people to be involved in community activities such as leisure and voluntary work, exploring how we can use our local assets to meet the needs of people across all life stages including intergenerational activities
- Ensuring commissioning considers local workforce including supporting apprenticeships and workforce development.

NORTH LINCOLNSHIRE PRIMARY LIFESTYLE SURVEY

The Primary Lifestyle Survey was repeated in 2015/ 2016, 1897 children aged 9 to 11 years took part. This is an increase on the first Primary Lifestyle Survey when 1590 children took part.

Respondents were representative in terms of gender, ethnic group, disability, free school meal status and rural urban mix.

Overall the results of the survey are positive with the very large majority stating that they feel happy about life. The very large majority also confirmed that if they were worried about something then they would talk to their parents/ carers. The vast majority of children recognised positive and healthy aspects of relationships

The survey identifies key issues for our children including the following themes for commissioners:

- Continued need to focus on information, advice and guidance around emotional health and wellbeing and body image
- Continued need to develop a range of bespoke provision for children and young people that is affordable and based within localities

CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP SQUARE TABLE EVENTS

Emotional Health and Wellbeing

A focus on young people's emotional wellbeing / mental health was identified as the subject for a North Lincolnshire square table event in 2015.

The theme was identified as a direct result of young people and North Lincolnshire's Youth Council identifying the need for young people to have a positive body image. North Lincolnshire's Youth Council led a specific campaign to raise awareness and to encourage young people to '*Be unique*'. Other associated issues that have been the subject of discussions involving the Youth Council include self-harm, exam pressures, bullying and sexuality.

The annual youth ballot, Make Your Mark 2015, in which 3340 local young people voted, also identified mental health as being an area for local, regional and national action.

At the square table event discussions were orientated around a number of themes, which included:

1. What we mean by positive emotional wellbeing and mental health
2. Accessibility of services
3. Partnership working
4. Workforce and community engagement
5. Emerging issues

Positive emotional wellbeing and mental health contribute to young people being able to achieve positive outcomes. It can ensure they have the skills, confidence and self esteem to be aspirational, keep themselves safe, enable them to have the best start in life and can contribute to young people having an equal chance in life.

Enhancing mental health and wellbeing across all life stages is a key outcome within the Joint Health and Wellbeing Strategy.

Young people said that:

- There should be provided with clear information from approved sources in a variety of forms to enable them to understand issues of emotional wellbeing and mental health.
- They would like swift and confidential access to a trusted/supportive adult who knows what to do to help and where to go
- Assessments and services should be tailored to meet individual needs and circumstances
- The offer for emotional wellbeing and mental health services should be simple
- Young people's mental health should be seen in the context of external pressures where relevant including family, friends, school and community.
- Acute services should be young person friendly (age appropriate) with swift access and choice.
- Young people should be supported to build resilience.
- The workforce should feel confident and competent to respond to the emotional health and wellbeing needs of children and young people.

The outcomes of the Square Table event were used to inform and shape the priorities within the North Lincolnshire CAMHS Transformation Plan:

- Children and young people's emotional health and wellbeing will be the responsibility of everyone
- Workforce development
- Improve Access to specialist CAMHS especially for the most vulnerable
- Develop named links with schools and GPs to improve liaison, consultation and early identification of need

Safe Children and Vulnerable Adults; Supported Families and Carers; Transformed Lives

- ➔ Develop a community based eating disorder service
- ➔ Establish a specialist multi-agency intensive support and treatment provision

Child Sexual Exploitation

Wide ranging consultation has been taken in relation to CSE, including a Square Table Event. The square table conversation was structured around understanding what young people know about CSE, what they think about how services are designed and delivered and what has changed as a result. Additional consultation events were also undertaken in order to gain a representative sample of children and young people's views.

Examples of service changes and commissioning include:

- ➔ PHSE lessons have been strengthened across schools to ensure children and young people know how to identify CSE and what to do if they are concerned
- ➔ Not In Our Community social media campaign launched and being rolled out to secondary schools with a commitment to fund the campaign for a further year
- ➔ A blend of services and support available young people in varying circumstances with different needs
- ➔ Specific information and resources being used relating to boys at risk of CSE.

4.4 OUR STRATEGIC PRIORITIES - LOCAL

This Commissioning Strategy supports the achievement of the outcomes we want to achieve for children, young people and families in North Lincolnshire: “**Safe** children and vulnerable adults, **supported** families and carers, **transformed** lives”. It sets out how commissioning can be used to deliver the priorities identified in Children's Strategy for North Lincolnshire 2016-2020 and across the Children and Young People's Partnership. In addition, our commissioning activity is shaped by:

- ➔ Transforming Services for People – People Directorate Plan and Delivery Plan 2013- 2017
- ➔ Local Safeguarding Children's Board
- ➔ Joint Strategic Assessment

In line with our vision to ensure children are safe, families are supported and lives are transformed, our local strategies and plans interrelate and are underpinned by partnership working, collaboration and integrated approaches. This will result in improved outcomes for children, young people and their families, whilst ensuring services are more effective, efficient and provide value for money.

To deliver our vision we are committed to:

- ➔ protecting children and vulnerable adults
- ➔ supporting families and carers
- ➔ raising standards
- ➔ raising achievement
- ➔ improving life chances
- ➔ promoting independence
- ➔ working with partners to improve health and well being

Safe Children and Vulnerable Adults; Supported Families and Carers; Transformed Lives

- ➔ identifying need early on and ensuring a wider range of early help activity
- ➔ protecting children from exploitation, child sexual exploitation, female genital mutilation, radicalisation, child trafficking, child on child violence and domestic abuse.
- ➔ building parenting capacity to reduce neglect and the impact of neglect.

CHILDREN’S STRATEGY FOR NORTH LINCOLNSHIRE 2016-2020

The Children’s Strategy for North Lincolnshire 2016-2020 makes explicit our strategic priorities and ambitions to meet the needs of children, young people and their families across North Lincolnshire. It also sets out our vision, our values and principles as well as our shared commitment to work together where children, young people and their parents/carers are at the centre of all that we do.

Safe children, supported families and transformed lives



This diagram outlines our shared vision and the outcomes we want to achieve for children and young people in North Lincolnshire and the approaches that agencies will adopt to progress with our ambitions for children.

Resources will be targeted to support children, young people and families with the greatest need, and will aim to deliver preventative or early interventions some of which may be locality based, to reduce the risk of needs becoming more complex.

Strategic commissioning seeks to look at how things can be done differently and innovatively. Services will continue to be commissioned with the participation and engagement of parents / carers, and children and young people in line with their age and understanding.

Strategic commissioning seeks to look at how things can be done differently and innovatively. Services will continue to be commissioned with the participation and engagement of parents / carers, and children and young people in line with their age and understanding.

Market development, facilitation and oversight will continue to be supported by building relationships and working closely with providers. This will ensure families have access to support services and provision that can best meet their needs.

LOCAL SAFEGUARDING CHILDREN'S BOARD

The LSCB has statutory responsibilities to:

1. Co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in their area; and
2. To ensure the effectiveness of what is done by each such person or body for those purposes (Working Together 2015)

The functions of the LSCB can be summarised as:

- Developing policies and procedures for safeguarding and promoting the welfare of children in the area
- Communication regarding the need to safeguard and promote the welfare of children
- Monitoring and evaluating the effectiveness of what is done by the authority
- Participating in the planning of services for children in the area of the authority and;
- Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned

The LSCB has a robust learning framework to ensure learning lessons and the dissemination of lessons from Child Deaths, Serious Case Reviews and the audit process at both a local and national level.

In order to fulfil its statutory functions an LSCB should use data to assess the effectiveness of the help being provided to children and families, including early help. In this respect the LSCB monitors the Early Help offer by performance management and audits of the child's journey and safeguarding system.

The LSCB has three overarching priorities:

- 1) **Reduce the Harm from Neglect** - Derived from local prevalence and national research into the long-term impact for children who grow up in extreme neglect, the impact upon a child's welfare and development and the long lasting impact upon neurological and emotional growth and development.
- 2) **Reduce the Harm from Child Sexual Exploitation** - Derived from the growing review of, evidence and priority given to preventing and protecting children from this form of abuse and tackle offenders and focussing on raising community understanding. The CSE Strategy and Action Plan sets out the local approach of Prevention, Protection and Prosecution.
- 3) **Performance Management and Quality Assure Early Help** - Derived from North Lincolnshire's commitment to enabling communities to thrive and lead active and fulfilling lives, ensure early identification of need and support to safeguard the most vulnerable.

1) Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to provide adequate food and clothing, shelter including exclusion from home or abandonment, failing to protect a child from physical and emotional harm or danger, failure to

ensure adequate supervision including the use of inadequate care-takers, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

What works and who works helping the neglected child

Research by Thoburn (2009) identified that no single service approach or method had been identified as effective with families where there are concerns that are significant and complex. Instead an overall package of support is required.

A significant finding from research is in respect of “*who works*”, with experienced practitioners skilled in the ability to develop relationships with children, families and other professionals and who have empathy for the family whilst not losing sight of the child. This can also be evidenced by practitioners whom continually assess and re-assess the impact of neglect on the child and take action in a timescale that enables children to be safely parented or achieve permanence in another family setting.

The important principles of intervention regarding neglect are:

- **Incorporate relationship building and attachment.** Interventions that draw on attachment theory as their basis are important. Enhance parents sensitivity and responsiveness to their infant by changing parenting behaviour, changing parents working model/ mental representation of relationships through increasing insight and reflective capacity, providing enhanced social support for parents, improving maternal mental health and wellbeing.
- **Are long-term rather than episodic.** Long-term professional commitment through modelling- assisting people to establish and maintain satisfactory interpersonal relationships; practicalities- an understanding of the clients daily lived experience; manage dependence- interventions that build in the concept of managed dependence avoid “start again” and “revolving door” syndromes
- **Be multifaceted.** Approaches are required that intervene at multiple levels, the intervention can be shaped around a chronic issue that has affected the family for years, or it can be linear.
- **Be offered early.** These are relative to the child's age and in relation to the stage of development of the problem. Early intervention in a child's life is important given the research regarding the consequences of neglect to development
- **Consider protective factors as well as risks** build on the strengths of families and communities
- **Involve fathers and male caregivers as well as female caregivers** taking a whole family approach.

Future commissioning needs to ensure:

- That all agencies continually recognise their role in tackling and responding to neglect
- That all services that have a role in positive parenting and supporting parenting capacity will be informed by research and practice wisdom to recognise and identify neglect
- Service specifications set out the roles and responsibilities of partners in relation to neglect
- Sustainable support for children, young people and families
- Realignment of our family support teams focusing on early intervention.

Reducing the harm from CSE is a priority for the Local Safeguarding Children's Board. The Office of the Children's Commissioner's (OCC) two year Inquiry into Child Sexual Exploitation in Gangs and Groups from October 2011 – November 2013 was the most in-depth investigation into this type of abuse in England.

The report by the Office of the Children's Commissioner *If only someone had listened*, describes young people affected by CSE "as silent victims", who slip through the net because of a lack of understanding and recognition of this type of abuse. In North Lincolnshire we are committed to listening to and responding to children and young people, recognising when they need help, even when they don't have the words to tell us about what's happening, but their behaviour indicates that they need support in respect of CSE. The North Lincolnshire CSE strategy and action plan sets out the multi-agency approach to safeguarding children from CSE.

Prevent, Protect, Prosecute – Strategy for Tackling Sexual Exploitation

For vulnerable children and those at risk of CSE, we are committed to ensuring that there is sufficient accessible direct support and commissioned services to provide preventative, targeted and specialist support working closely with children and young people, their parents and families with local communities and staff across agencies. This will ensure we direct capacity at the right children, at the right time and reduce the likelihood of; and impact of CSE. Specific services will continue to require cross agency review to ensure we have a flexible and bespoke service and approach, for example therapeutic services to victims of abuse and Youth Outreach.

The review of the CSE Strategy has identified the following priorities for 16/17;

- Managing Risk
- Prevention and Communications
- Bespoke Activities
- Workforce development and intervention

The "See Me, Hear Me Framework" principles (The OCC Final Report "if only someone had listened") will be utilised as part of the approach to developing directly provided services for CSE and commissioned activity. The principles will ensure:

- That the child's best interests must be the top priority
- Participation of children and young people
- Enduring relationships and support
- Comprehensive problem profiling
- Effective information sharing with and between agencies
- Supervision, support and training for staff
- Evaluation and Review

The LSCB have been collating and analysing data regarding the prevalence of CSE over the last four years. Over this time period there have been an increase in the total number of classifications and an increase in children and young people being subject to a statutory multi-agency plan.

Over the last year the numbers of children and young people at risk of CSE and subject to a multi-agency plan remain fairly constant.

The LSCB has developed a problem profile that informs the development of directly provided services and commissioned services.

Key factors to tackling CSE include:

- ➔ A focus on the children and young people being visible to those protecting them
- ➔ Gaining a child's confidence - building trust and positive relationships
- ➔ Leadership- a clear commitment and direction to tackling CSE
- ➔ Strategic planning to ensure effective practice is in place
- ➔ Tackling CSE is everyone's responsibility - awareness raising through professionals, families, communities and businesses
- ➔ Identifying the warning signs
- ➔ Joined up multi-agency action
- ➔ Prevention, Protection and Prosecution - combining data and intelligence to disrupt perpetrators
- ➔ Evaluation and review.

Research tells us that some children and young people are more vulnerable to CSE. More vulnerable groups include:

- ➔ Children and young people missing from home
- ➔ Looked After Children including those placed in external placements
- ➔ Unaccompanied asylum seeking children
- ➔ Children from BME backgrounds
- ➔ Children and young people with learning disabilities

Other risk factors include young people whom have experienced or witnessed:

- ➔ Physical , Sexual, Emotional harm or neglect
- ➔ Domestic abuse
- ➔ Parental / drug or alcohol misuse
- ➔ Parental mental health problems
- ➔ Family breakdown
- ➔ Lack of parenting capacity

Future commissioning needs to ensure:

- That all agencies continually recognise their role in tackling and responding to CSE
- Service specifications that set out the roles and responsibilities of partners in relation to CSE
- A review of capacity across key services to ensure that there is sufficiency to manage demand across the child's journey
- In house or commissioned services to address all levels of need from raising awareness amongst children, young people, families and professionals through to working with vulnerable children to prevent CSE and delivery of interventions to address and reduce harm .
- Sustainable support for children and young people pre and post disclosure.

The commissioning intentions will form part of the CSE Strategy and actions will be monitored accordingly.

3) Performance Management and Quality Assure Early Help

Early Help activity and Early Help Assessments are an integral part of the child's journey in order to support children and young people to achieve outcomes and also to ensure that there are mechanisms in place to respond to need early and swiftly in the least intrusive means possible. All commissioned services for children and young people will be commissioned in line with the Early Help Strategy and those services offering universal and targeted support will be committed to Early Help.

Service specifications and contract meetings will outline commissioned services' roles and responsibilities in relation to early help and will also ensure that services delivering support at universal and targeted levels contribute to and lead Early Help Assessments.

Commissioners and providers will take part in S.11 audits in relation to Early Help and services will continue to be transformed with early help as an integral and consistent function.

The aim is for:

- Children, young people and their families to receive the right support, at the right time, in the right place
- Reduce re-referrals to Children's Services
- Reduce the number of children and young people being referred to Children's Services where there is no need for statutory intervention

JOINT STRATEGIC NEEDS ASSESSMENT

The Joint Strategic Needs Assessment (JSNA) brings together information on the health, wellbeing and care needs of the people of North Lincolnshire and shares an understanding of the local population, the place and life course. Taken together these factors provide the background and information to better inform how we can improve the health and wellbeing outcomes for people in North Lincolnshire, from birth to end of life.

The JSNA includes valuable information on current and future needs and assets, the quality and accessibility of services, evidence of what works alongside the view and perspectives of people living, learning and working in the area. The JSNA informs decisions on how services are provided in the future including our local commissioning priorities that will improve health and well-being outcomes and reduce inequalities.

A summary of key priorities identified in the JSNA are included in [Section 5.2 - Joint and Collaborative Commissioning](#). In addition to the JSNA, our commissioning is informed by intelligence and information available on [the North Lincolnshire Data Observatory](#). Information available on the Data Observatory would be particularly useful for service providers in developing their businesses in North Lincolnshire.

5. OUR COMMISSIONING PRACTICE AND PLANS

5.1 TRANSFORMING SERVICES THROUGH WHOLE SYSTEM INTEGRATION

The Health and Wellbeing Board has endorsed North Lincolnshire's Integration Statement, this illustrates North Lincolnshire's ambition to ensure the "Right Service, at the Right Time, in the Right Place, with the Right Management".

Our ambition for integration is to transform services so that children, young people and their families are empowered to develop and utilise their strengths and abilities to be more independent and caring; so that people are active citizens and help to build active communities; so that people are given a choice and can access services when they need them; and so that services can innovate to improve outcomes and ensure value for money.

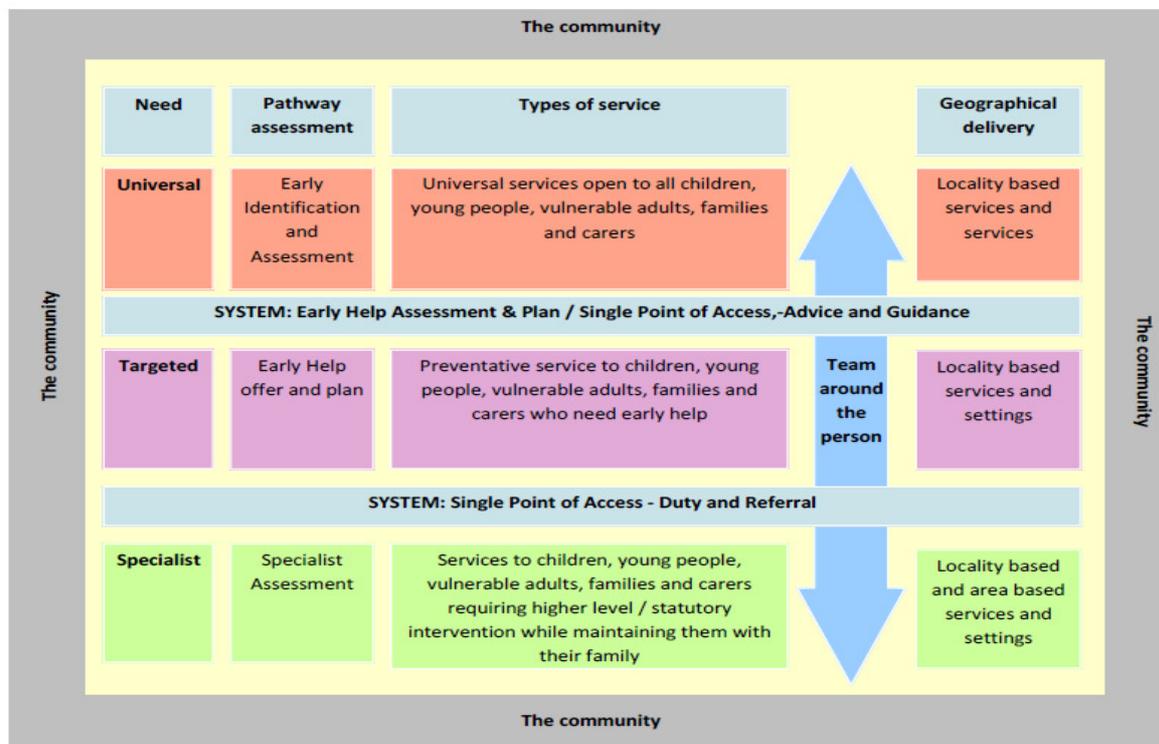
The underpinning principles of integrated working that set out the North Lincolnshire approach to integration are contained within the "Suite of documents to support the implementation of integration". The underpinning principles and Suite of Documents were endorsed by the Health and Wellbeing Board and focus on a:

- ➔ Common language
- ➔ Common Core and Skills Set
- ➔ Information and Data Sharing
- ➔ Single Organisational Model
- ➔ Risk principles
- ➔ Lead Professionals
- ➔ Shared Performance Framework
- ➔ Joint Commissioning
- ➔ Collaboration and Engagement
- ➔ Culture.

North Lincolnshire Single Organisational Model

Locally we have agreed that the "Single Organisational Model" will provide the basis on which services can be organised on levels of need and thus enable integration.

The model represents a framework to describe the level of need a child, young person or family may have and the nature of services that are available at each level. The level of support and service provision will be designed to meet need. We actively work to ensure children, young people and families are as independent as possible with the lowest level of support required. However, this will not prevent the right service being offered at the right time, for example, some children and young people may need specialist services from the start in order to meet their complex needs.



5.2 JOINT AND COLLABORATIVE COMMISSIONING

The Health and Wellbeing Board is responsible for encouraging joint commissioning and encouraging and promoting integration across partners to improve outcomes and reduce inequality for the population of North Lincolnshire.

North Lincolnshire Council will work collaboratively with the CCG and NHS England and will jointly co-commission services where this will have a positive impact on outcomes for children and young people. A number of commissioned services are jointly commissioned between NLC and the CCG. These include:

- Volunteer Family Support Service
- Specialist Therapeutic Service
- Support Service for the Parents of Disabled Children

Joint working is undertaken in relation to the following services:

- Services and developments included in the CAMHS Transformation Plan
- Child Adolescent Mental Health Services (CAMHS)
- Healthy Child Programme (0 to 19 years)
- Perinatal Services (Mental Health)

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- ➔ Provision of LAC Health Team
- ➔ Co-location of Health in the Single Access Point for Children's Services
- ➔ Support for the Youth Offending Service
- ➔ Health and Education Workers to meet the complex health needs of children in special schools
- ➔ Speech and Language Therapy.

The North Lincolnshire Clinical Commissioning Group, Plan for the Commissioning of High Quality Services for North Lincolnshire, 2014-2015 - 2018 / 19 demonstrates a shared commitment to priority areas across health and social care. These priorities are taken from the Children's Strategy for North Lincolnshire, the LSCB Business Plan and the Early Help Strategy.

As well as informing commissioning intentions, there is also commitment to integrated approaches and ways of working to improve outcomes for children and young people.

Our areas of focus include:

- ➔ Developing cross-agency work to ensure all children are visible
- ➔ All agency commitment to Early Help Activity and Early Help Assessments
- ➔ Embedding the 2 to 2.5 year integrated health check as a measure of young children having the best start and developing well
- ➔ Increased partnership working to lead to an increase in children being registered and reached by Children's Centres
- ➔ Developing 0-19 services, Healthy Child Programme
- ➔ Including young Carers in the Carers Strategy to develop a whole life approach to caring responsibilities
- ➔ Building on the provision of a range of support and services for disabled children with complex health and medical needs
- ➔ Continuing to reduce teenage conception
- ➔ Continuing to build on collaborative approaches to commissioning arrangements to ensure that children and young people with complex needs and behaviours that challenge can be met locally, avoiding the need for out of area provision.
- ➔ Commissioned research into prevalence and responses to neglect within North Lincolnshire – Huddersfield University.

KEY PRIORITIES – JOINT STRATEGIC ASSESSMENT

Through the development of the North Lincolnshire Strategic Assessment, North Lincolnshire Council and North Lincolnshire CCG have identified a series of key strengths, issues/challenges and opportunities which influence our joint commissioning intentions and will be considered in our future planning and design of services. This commissioning strategy, our commissioning intentions and transformation moving forward is informed by the JSA.

The key assets, priorities and challenges arising from this year's refresh of the Strategic Assessment include:

Best Start - Positive trends

- ➔ High contact rates across the Healthy Child Programme
- ➔ Falling rates of teen conceptions in line with the national rate
- ➔ Positive trend in the proportion of Early Years provision that is good or better
- ➔ The age profile of LAC continues to show an increase in early identification and intervention
- ➔ Children whose first language is not English achieving a good level of development aged 5 has increased
- ➔ There has been a significant increase in the number of Early Help Assessments undertaken indicating a positive trend in the identification and provision of early help to children and families

Best Start- Challenging trends and opportunities

- ➔ Health inequalities in areas of deprivation
- ➔ A predicted increase in the numbers of children including infants with disabilities and complex health needs
- ➔ Increasing breastfeeding initiation and continuation rates
- ➔ Enabling children to have a healthy weight
- ➔ Achieving greater integration across services
- ➔ Addressing the coexistence of parental mental illness, substance misuse and domestic abuse and the associated impact on children and young people

Developing well- positive trends

- ➔ Lower rates of family homelessness
- ➔ Higher rates of readiness for school
- ➔ Higher rates of pupil attendance
- ➔ Higher rates of GCSE attainment
- ➔ Lower rates of youth offending
- ➔ Lower rates of hospital admissions for self-harm

The key challenges are:

- ➔ Higher than average rates of child poverty (under 16) especially in the more deprived areas
- ➔ Higher rates of children living with separated or divorced parents
- ➔ Higher rates of teen parenting in the most deprived areas
- ➔ Improving children and young people's resilience and targeting support at those most at risk of poor emotional health and wellbeing

5.3 SAFEGUARDING CHILDREN AND YOUNG PEOPLE

This commissioning strategy is underpinned by a commitment to safeguard children and young people. A number of measures are in place throughout the commissioning, procurement and contracting process to reinforce the safeguarding of children and young people in North Lincolnshire.

Safeguarding is Everyone's Business:

- Safeguarding standards within contracts;
- Safeguarding training including CSE and FGM
- Contract monitoring and compliance;
- Provider nomination of a Named Senior Officer and Deputy for Safeguarding
- Safer Recruitment processes incorporated within the tender process;
- Provider declarations regarding Safer Recruitment processes;
- Supporting childcare providers to raise quality standards.

LAC in external provision

- Pre-checks such as Ofsted Reports, Insurances, Location Risk Assessments (external residential care) and DBS;
- Commitment to only place Looked After Children in external provision that is rated Good or better by Ofsted;
- Commissioning external placements with the ethos of 'having the right placement in the right place, at the right time', and so support placement stability;
- Outcome focused plans for Children in Care;
- Policies and procedures such as CSE, Radicalisation, physical Interventions and Children Missing from Care;
- Undertake market development to ensure sufficiency, quality and range of placements locally and via the White Rose Framework.

5.4 COLLABORATION WITH CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

Involving children, young people and families in the commissioning, design and delivery of services will enable better outcomes. Evidence has shown that when families are genuinely involved in decisions that affect their life, there is an increased chance of success.

North Lincolnshire is committed to effective engagement, collaboration and co-production with and by children, young people and their families. Children and young people are actively encouraged to have a voice and to have their voice heard.

The views of children and young people are regularly sought to inform commissioning activity, including the Youth Council, Adolescent, College and Primary Lifestyle Surveys, Child in Care Council and Cool Kidz.

Children, young people and parents continue to be actively involved in many commissioning and procurement processes, such as:

- ➔ The development of the CAMHS Transformation Plan
- ➔ Enabling children and young people to shape strategy and service delivery
- ➔ Leading on conferences to reshape services
- ➔ Involvement in Experience Led Commissioning events
- ➔ Young Inspectors “inspecting” commissioned services
- ➔ Consultation about commissioning decisions
- ➔ Input into writing service specifications and redesigning services
- ➔ Contributing to the development of assessment criteria for tender evaluations
- ➔ Involvement in developing policies and procedures to ensure they are child / parent friendly and easy to understand.

North Lincolnshire Council will continue to develop and build upon the engagement, collaboration and co-production with and by children, young people and their families in commissioning intentions and decisions.

5.5 WORKFORCE DEVELOPMENT

In line with North Lincolnshire’s vision, it is essential that managers and teams have the training and development required to transform services. In order to complement the delivery of excellent services, managers will be expected to have an understanding of commissioning, procurement and contracting processes, and comply with the North and North East Lincolnshire PANNEL CPR’s (Contract Procedure Rules).

Commissioning and procurement guidance for managers will be consistent, complement corporate procurement training and council wide guidance documents.

This should:

- ➔ Ensure a consistent way of working
- ➔ Support managers to identify, monitor and evidence outcomes
- ➔ Ensure the workforce have permissions to do things differently to contribute to better outcomes
- ➔ Commission for better outcomes

5.6 CURRENT CONTRACTS AND COMMISSIONING ACTIVITY

| Contract Title |
|---|
| Residential, Fostering and SEND Frameworks |
| Independent Visitor Project |
| Home Care Support Services |
| Short Breaks for Disabled Children and Young People |
| 0-4 Healthy Child Programme, Health Visiting including FNP |
| 5 – 19 School Nursing Service |
| Summer Play scheme for Disabled Children with Complex Needs |
| Support and Payroll Service (Direct Payments for disabled children) |
| Adoption Consortium training post adoption support |
| Volunteer Family Support Service |
| Welfare Rights Service |
| Learning for Pupils with Additional Needs |
| Specialist Therapeutic Service |
| Supply of Creche Workers |
| Support Service for Families of Disabled Children |
| Provision of Learning for Pupils with Additional Needs |
| Sexual Health and Enhanced Services for Contraception (Public Health) |
| Provision of Accommodation for Children Leaving Care |
| Positive Activities |
| Children and Young Substance Misuse Services |
| Regulation 44 Visits |

Further details of contract start and end dates are published in the council's forward plan which can be found by pressing ctrl and click on the link below:

<http://www.northlincs.gov.uk/jobs-business-regen/business-information-and-advice/procurement/>

And on the regional web-based procurement portal:

<https://www.yortender.co.uk/procontract/proregister.nsf/fcontent?ReadForm&requesttype=view&requestview=authority&start=1&count=10&contentid=1.002>

5.7 PERFORMANCE MONITORING

Services are commissioned against outcomes and will follow outcome based accountability and performance monitoring arrangements to ensure targets, outcomes and quality standards are being met, as well as continuing to provide value for money. Contract monitoring enables us to minimise risks and protect the reputation of the council. Examples of contract monitoring include:

- Performance against set targets and outcomes
- Reviewing progress against national standards, performance indicators and NICE Guidelines
- Audit planning / feedback
- LSCB feedback
- Ensuring that services have appropriate processes, policies and procedures in place in relation to CSE, FGM and Radicalisation
- Training, development and supervision
- Complaints, comments and representations
- Serious incidents
- Service user feedback from children young people and their families
- Service user and provider consultations
- Provider monitoring visits
- Contracts continue to provide value for money.

A key element of performance monitoring is building strong relationships with providers, which results in effective partnership working. Mutual respect, and trust with providers, as well as clear lines of communication, enables us make continuous service improvements and maintain quality standards. This puts us in a better position to identify any contract variations required to improve provision.

5.8 MARKET DEVELOPMENT – SHAPING FOR THE FUTURE

A key aim of this Commissioning Strategy will be to continue to ensure a sufficient mixed economy of service provision, stimulating and influencing the market to meet demand. We will build on our commitment to strengthening relationships and community engagement with local providers including the Voluntary and Community Sector (VCS).

North Lincolnshire has a history of successful market development. This has been achieved by working closely with providers and learning from the experiences and views of children, young people and their families.

Market stimulation activity has taken place by use of open tenders, market place events and provider events, thus giving providers the forum to discuss commissioning intentions.

We are committed to providing a range of support mechanisms for providers such as support workshops on tender applications and writing, how to use electronic tendering systems, and guidance on evaluation. This can be tailored to sector specific needs such as voluntary organisations, and take into account the ethos of the voluntary sector Compact. The support for smaller providers is particularly relevant to ensure that they are able to remain competitive.

The commissioning strategy seeks to explore market development opportunities with regional and/or sub-regional partners, where it is deemed that this could provide value for money and improved outcomes.

Market Shaping in Practice...Working Together for Change

A joint social care, health and prevention conference (Working Together for Change) was held in December 2015 which has the following outcomes for providers:

- Understanding our local population and responding to changing needs and outcomes
- Identifying local opportunities to develop business models, and ways of working
- Sharing ideas on what change looks like
- Working together to provide choice.

Local intelligence and market opportunities were shared alongside a wider global picture on local developments (place shaping) which outlined economic, social and population changes that may be linked to business and housing developments.

60 provider representatives and 18 professionals attended the event, which included a mixture of public, private organisations and 3rd sector voluntary organisations.

We are committed to holding an annual Working Together for Change event with targeted events focused on specific development areas.