



TRAFFORD
COUNCIL

COMMISSIONING: MAKING AN IMPACT

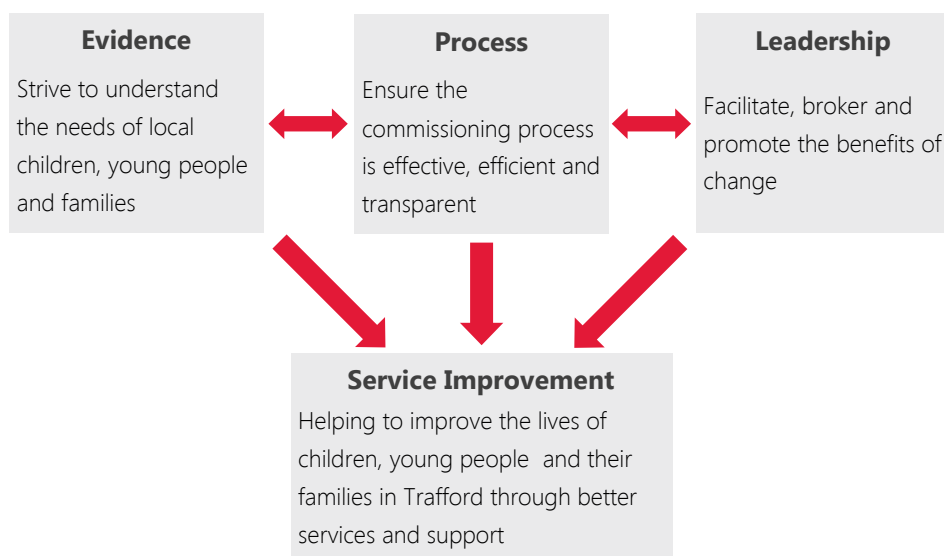
CYPS Integrated Commissioning Unit Annual Report 2012-13

Introduction

The Integrated Commissioning Unit (ICU) is comprised of Trafford Council and Trafford CCG staff who are responsible for the commissioning of community health, support and social care services and interventions for children, young people and families across Trafford.

We operate through a unique arrangement with the former Trafford Primary Care Trust (now known as Trafford Clinical Commissioning Group [CCG]) whereby the Council and the CCG have a section 75 partnership commissioning agreement (using Section 75 of the National Health Service Act, 2006) through which the ICU is delegated the responsibility to commission community health services for children and young people, as well as supporting the strategic planning, delivery and monitoring of education, health and social care outcomes. A section 75 agreement also exists between Trafford Council and Pennine NHS Foundation Trust to mirror this integration in the provision of services.

As an idea and a resource, the ICU embodies the partners bold ambitions to work together across all agencies and communities. Through the ICU, the overarching strategic partnership meet their statutory obligations and aspirations to deliver the Children and Young People's Strategic Plan 2010-14. This report provides an overview of the role of the ICU in 2012/13 and its plans for 2013/14.



Integrated Commissioning Unit: the vision

If commissioning were a TV programme, what would it be?

When we asked ourselves this question, "if commissioning were a TV programme, what would it be?" this is what we came up with, and the reasons why.



Countdown

"It's about looking at what you've got, putting it all together, solving conundrums and working with numbers and words."



Grand Designs

"You need a bold idea that improves quality of life and has a wow factor. You have to plan your budget, agree an end product, and deliver it on time."



Catchphrase

"You only get one part of the question, so you have to puzzle it out."



Dragon's Den

"You have to present hard to sell ideas and win hearts and minds. When it's good, it's good; when it's bad, you're out."



Location, Location, Location

"You work as a team... find out what people want... expectations always exceed the budget; you have to think big, compromise and use your imagination."



The Great British Bake Off

"You have to understand the recipe, give things different weightings, wait for the results, taste it, see if it's any good, modify, amend and accept some won't like it."



Question Time

"There are different opinions on a subject matter and someone sitting in the middle, supporting, collaborating, questioning. They have to deal with the audience, the experts, the politicians and those shouting from the back."

Resources

The ICU commissions using money and resources allocated or awarded to the CCG and Trafford council. In 2012/13 we had direct commissioning responsibility for a budget of just under £10million for those services specified in the diagram below.

We contributed to and supported a range of other programmes, some with associated savings targets, and wrote a number of bids for external investment.

Early Help, £955,000
including breastfeeding peer support, Trafford Early Development Service (TEDS) and the Early Intervention Commissioning Framework

Universal Services, inc. Public Health, £3,802,000
including health visiting, child health management, immunisations, orthoptics, school nursing and reducing childhood obesity



Targeted and Specialist Services, £4,544,000
including children's community nursing, complex and additional needs commissioning, personal budgets, community paediatric support, safeguarding, CAMHS, sexual health, independent travel training and substance misuse support

What Makes Good Commissioning?

In this report we have taken a thematic approach to reviewing the year's business and activities. In order to do this, we have, as individuals and a team, thought about what commissioning is; what makes good commissioning and what makes commissioning effective. The following pages contain a more detailed exploration of the themes we have identified below:

Developing Insight

Ensuring that our decisions are underpinned by sound understanding

New Ventures

Finding ways to do things better, safer and more efficiently

Getting People Involved

Encouraging residents and partners to participate in decisions and share their views

Supporting Change

Managing the process of change and ensuring that changes form part of the bigger picture

Partnerships

Working closely with our partners in services and in the community

Market Management

Making sure that the market of services available is right and safe for Trafford

Impact and Outcomes

Making sure that services are making a difference for the people that use them

Value for Money

Finding a good balance between quality and cost so our money goes as far as possible

Developing Insight

Sound insight helps to inform clear and effective action. Our approach to commissioning emphasises solutions built on a clear understanding of the issues to be addressed. In the past year, many of the tasks undertaken by the ICU have aimed to develop insight in order to commission services, manage change and inform coordinated approaches that respond to needs rather than perceptions.

By seeking to understand in detail the likely implications of implementing **personal budgets**, we have been able to contribute to informed decision-making about how to offer personalisation to young people with complex needs; developing an offer that brings savings in a measured, equitable way. As a result, we have been able to offer individualised transition plans to all affected families that take into account how their support will change under the new policy.

By working in partnership with the provider to undertake a thorough **review of school nursing services**, we have identified areas for improvement and development, supporting recommendations for future improvement and a structure for delivering these changes.

We set up the **Locality Approach to Reducing Childhood Obesity (LARCO) project** in 2012 to provide participatory budgets for three key localities in the borough to fund projects aimed at reducing childhood obesity. One of the key criteria is that the local community and local families have been involved in all aspects of the bid and the project, including planning. The projects will also be evaluated, in the future, by local parents and children to ensure that they best meet the needs of local people. The aim of this project is to get local people involved through every level.

Breastfeeding peer support project worker

The involvement of local women with experience of breastfeeding in providing peer support to each other is an evidence based approach to increase breastfeeding rates. We gained additional funding to support the further development of the Breastfeeding Peer Support service in Trafford through the local partnership. The service mainly consists of local volunteers who support local women to successfully breastfeed. The additional resource will fund a paid worker to support these volunteers and provide a more intensive support package for local women in areas where fewer women breastfeed. This is a really important and interesting way to get new mothers involved in supporting each other.

New Ventures

Throughout 2012/13, in a climate of uncertainty, the desire and capacity for change has helped us to develop innovative solutions and projects to complex problems. We have led a **children's asthma project** on behalf of Trafford CCG, to bring clinical experts, public health, commissioners and young people together to come up with testable ideas to reduce the number of children who go to A&E services unnecessarily.

In establishing a **quality assurance framework for residential placements** and proactively reviewing every provider, we have ensured that services meet high safeguarding standards; that good practice has been shared, and areas for improvement have been picked up and addressed.

Through commissioning and supporting the delivery of **Independent Travel Training**, we have moved away from a reactive model of support; encouraging young people, where it is safe and sensible, to develop the skills necessary to make their own way into school without recourse to costly transport provision.

By commissioning **brokerage support services**, we have enabled families of young people with complex needs to take charge of their support allocation in the form of a personal budget; allowing them to design and plan their own packages of support, often achieving much better value than the traditional support offer.

The ICU commissioned a **review of tier 1 and 2 emotional health and wellbeing services** in Trafford in response to the high rate of referral for CAMHS support. Working with a hypothesis that a lack of support at universal and targeted level could be a factor in those high referral rates, we commissioned the Centre for Public Innovation to work with young people, service providers and stakeholders to gather opinions and feedback about these services and produce a report to inform the next steps.

With support from commissioners, the researchers engaged extensively with young people and stakeholders, producing a final report that provides the evidence needed to inform decisions about how future services could be delivered. The ICU is now leading the implementation of those recommendations through the **Emotional Well-being Advisory Forum** with representatives from health, social care, education and voluntary organisations, working together on those system improvements.

Getting People Involved

Supporting commissioned services to increase participation

Commissioned services have been encouraged to promote and practice participation via an event in February 2013 entitled 'Engaging service users in all stages of service provision' where providers were given examples of good practice and briefed about our forthcoming participation strategy. Evaluation comments from the event included:

'Gave me great ideas on how to better engage users in more creative and diverse ways'.

The potential outcome of this event was illustrated by what providers said they would be taking back to their organisations as actions which included;

'Ideas around gathering feedback and consultation with parents'. 'Looking to increase the participation of children and young people in our service'.

The ICU has worked closely with providers and other commissioners to develop a **Service Impact Toolkit** which has several strands to increase participation. The self-assessment asks services to consider the involvement of service users in planning; recruitment or service delivery; monitoring; evaluation and to record how their participation and consultation methods does lead to change in practice. The reporting template asks if there is any feedback from clients during this reporting period (compliments and complaints). The final document in the Service Impact Toolkit; the Case Study Template also asks for quotations collated from young people; families, carers; local agencies and the wider community.

Community health services tender—evaluating bids using priorities suggested by children and young people

In 2012, the CCG undertook a tender exercise to procure a new provider for most of its adults and children's community health services. This exercise gave us an ideal opportunity to ask the potential recipients (in other words, young people) what they wanted from those services.

In developing the tender documents, we asked local young people what they thought was most important to them in terms of the health professionals that they might meet. Organisations bidding in to provide the services had to respond demonstrating how they would ensure their staff



had these characteristics. In order to ensure that provision was appropriate and accessible, it was really important to ensure that what young people wanted from their services was included in how we evaluated these organisations.

Sexual health services

Two young people were part of the evaluation panel to hear from possible new providers of sexual health services for young people. They questioned and quizzed the organisations presenting and suggested a range of service improvements that will be incorporated into the new service. This includes an anonymous reporting process for young people subject to domestic abuse and the use of digital technology to get feedback ; both of which have been incorporated into the plans with the new provider.

Supporting Change

In the context of Public Service Reform the ICU has a pivotal role 2012/13 to support, and implement, change at all levels (including through individual packages of support) to ensure that services provide the best outcomes for children and young people within the resources available.

Supporting services through the transition from one provider to another is a key element of the ICU's work. This year we worked with Adult Commissioning to ensure the **new drug and alcohol service** was embedded locally. The previous provider went into voluntary liquidation leading to much more complicated transitional planning, supported by the ICU. The aim was to support young people in need of help and to continue to provide them with an excellent service throughout the process.

In addition, we supported the retendering of **Trafford community health services for children and young people**. Originally delivered by Bridgewater Community Healthcare, we helped to appoint the new provider, Pennine NHS Foundation Trust, and supported the transition of services.

In order to support services to **implement the new family CAF** (Common Assessment Framework), an integrated family assessment, the ICU led on the development of the CAF Champion network. Services or professional groupings have identified a CAF champion who will be supported by the ICU to drive change in their services and ensure that the family CAF is integrated throughout adult and children's services. Their key area of focus is around sharing information both from the front line to senior managers as well as passing on the key strategic messages to the teams delivering Early Help.

As well as supporting services through change, we have commissioned a programme of **Independent Travel Training** (ITT) to support Trafford pupils with special educational needs to achieve greater independence by learning to travel using public transport. This service ensures that young people who are able to are supported to develop their independence skills to travel to school and other places of interest without support. During the 2012/13 academic year, 30 young people have been trained to travel independently.

Partnerships

Partnership work within the ICU included working with partner agencies across the council, the local health economy, voluntary sector, the police and with colleagues from across Greater Manchester. This work included commissioning services jointly with adults and health, developing Greater Manchester pathways and service specifications and supporting the local school nurse review.

The recent **school nursing service review** aimed to ensure the service can effectively deliver and meet the changing health and wellbeing needs of Trafford's school-age population, maximising its contribution to improved outcomes. The Integrated Commissioning Unit worked alongside the School Nursing Service to undertake this review, engaging with parents, pupils, staff from the school health service and allied partners.

The ICU has worked closely with the **Greater Manchester Sexual Health Network** in 2012/13. The aim of the network is to work across the 10 local authorities to facilitate through collaboration with all stakeholders a greater profile and presence for all prevention, treatment and care services by improving clinical outcomes, patient experience and equality of access for all sexual health services. Recent work with them has included a GM wide service specification for adults and young people and creating pathways to safeguard young people and vulnerable adults affected by sex exploitation.

The 2013 children and young people's sections of the **Joint Strategic Needs Assessment** (JSNA) has been written by the ICU in consultation with public health. Trafford now has a comprehensive range of JSNA chapters for children and maternal health which reflects the priorities we have identified to improve their health and well-being.

The ICU has worked closely with Public Health and voluntary and statutory sector colleagues to reduce childhood obesity. The **Locality Approach to Reducing Childhood Obesity** (LARCO) project has pulled together services within the wider local partnership including: Public Health, Trafford Leisure Trust and panels of local people to allocate spend and facilitating a locality based approach to tackling childhood obesity.



‘We are our choices’ Jean-Paul Sartre

Market Management

We have worked in partnership with service providers in the voluntary, community and private sector to develop the market of services in Trafford. The **CYPS Commissioning Framework** has 40 service providers who are provided with tendering opportunities when they arise for Complex and Additional Needs and Early Intervention Services. The ICU has developed a network of around 200 organisations. The network consists of providers who have worked in Trafford and have been commissioned in the past, providers who currently work in Trafford but are not commissioned or providers who have expressed a desire to work in Trafford.

Following consultation with our network of providers, the ICU hosted a number of **events**. These events included; outcomes focussed commissioning & evidencing need, the SEN and Disability Green Paper, Early Family Support, Engaging service users and a meet the provider event.

The ICU has a strong commitment to **developing the market** in response to changing needs, national projects and national and local policy. The ICU has examined needs coming through brokerage for personalisation, and through other case work panels and worked with providers to help them respond to changing needs.

Safeguarding is a critical element to managing a market of sufficient and safe provision. Through robust monitoring, listening to feedback and an absolute regard for the assurance and compliance processes (like existing Ofsted and CQC requirements) the ICU identifies, reports and monitors safeguarding performance.

In addition, ICU has had a key role in developing the **Greater Manchester Residential Framework**. This will give providers an opportunity to bid for a place on the framework to provide residential placements for children and young people in need in Trafford.

Feedback and Quotations from Events

‘Nice to hear about initiatives before they go ‘live’, so we can have relevant input/planning opportunities to prepare with time allowance. Thank you as ever!’

‘Provided as a strategic context as well as practical information in relation to where voluntary sector can contribute/opportunities.’

‘Very interested in Health & Wellbeing board and would be interested to hear more about the development of these to ensure we have a voice as much as possible’.

Impact and Outcomes

After a service has been commissioned, the ICU is involved in monitoring the delivery of the service. Part of this process involves gathering feedback from children, young people and their parents about how the service has made a difference to them. Below is a selection of some headlines, demonstrating how services commissioned have enabled families to achieve positive outcomes.

56 families are supported at each holiday club for children with complex and additional needs

"I can't believe that my son got up and sang Christmas carols in front of all those people... fantastic" Reaction from a parent following the Monday Club's performance at the Together Trust carol service

The School Nursing Service has been through a review, including improving communication and publicity for pupils

"They need to make us aware that they [school nurses] are available... need to talk to you more, so you can trust them and build a relationship"

Improvement of attendance at school and reducing risk-taking behaviours of 62 young people, 18 young people becoming ambassadors to mentor others

"We have been really impressed with the work of Trafford Engage and our son has definitely benefitted from the one-to-one sessions and group activities. He has learned a lot, thinks about the impact of his behaviour more and has developed his self-confidence" Parent

Specification developed for supported accommodation for young people to offer better access to emergency accommodation and floating support when moving into their own tenancy

"No places available in emergency accommodation... I was unsure about how to get help" Young person accessing supported accommodation

Value for Money

'If saving money is wrong, then I don't want to be right'

William Shatner



Throughout 2012/ 13, we have worked to ensure the services we offer to children and young people represent good value for money. In the current climate, it is more important than ever to ensure available resources are utilised in the best way possible so they are as effective as possible.

The Service Impact Toolkit ensures that service providers report to commissioners on a regular basis about how they are performing against their contract but also by demonstrating what outcomes they have improved for children, young people and their families. One particular tool, the case study template, provides an opportunity to hear the voice of the child, young person, family member or referring practitioner. It is essential to collate both qualitative and quantitative data from services to determine value for money. There is also a commitment to on-going improvement of commissioned services via a self-assessment which aims to examine different areas of the service which could provide a focus for improvement and provide a tool to seek out good practice to share with other providers.

With the support of finance colleagues and the **speech and language therapists** we have **unit costed** It Takes Two to Talk and will develop a range of other costing models to understand the cost of an intervention and its potential benefit.

The ICU has led a mapping exercise of children's **community equipment** to understand the processes and decisions making by which children and young people access equipment. After the mapping exercise, we identified a number of areas for service improvement, which we are in the process of implementing. This includes the potential for improved value for money through the expansion of the One Stop Resource Centre to support the equipment needs of the Special Educational Needs Advisory Service, thereby securing such equipment at more competitive rates.

Looking Ahead

What we want to achieve in 2013/14:

Our business plan contains a combination of Council and CCG priorities; here is a taster:

- Commission a perinatal mental health service and pathway to offer every child and parent in Trafford the best chance at developing positive parent-child relationships
- Reduce health inequalities for children in Trafford with asthma through our asthma project
- Implement the recommendations of the Emotional Well-being review (2012)
- Develop a process to enable area family support teams to commission one-off interventions to deliver Early Help through locality budgets
- Continue to focus on safeguarding children and families, and keeping the system safe through periods of change, through embedding the Designated Nurse into all of our commissioning activity
- Continue to monitor the quality and effectiveness of the residential provision we use for our vulnerable children and share that with our other Local Authority partners
- Agree a healthy weight pathway and interventions for children and young people
- Engage children and young people more thoroughly in all aspects of the commissioning cycle
- Offer work experience, apprenticeship and shadowing opportunities in the unit
- Develop and embed service specifications for all of our children and young people's public health services
- Join up as much of our work as possible with the Adults commissioning team in Children, Families and Well-being directorate to commission across all ages
- Prepare for the implementation of the new Ofsted inspection framework for children's services
- Deliver to all of our business plan objectives, on time, on budget and to a gold standard

'When the winds of change blow, some people build walls and others build windmills' Chinese proverb



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This document is intended to be distributed digitally. However, a large-print version is available from the ICU directly upon request.