

# Services for Children and Young People

## COMMISSIONING STRATEGY 2016 – 2018

Status	Date	By Whom
Approved	March 2015	Victoria Gibbs
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Safe Children and Vulnerable Adults

Supported Families and Carers

Transformed Lives

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# 1. Introduction

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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, delivered by the right people** 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 we hold a long-standing ambition for all children and young people within North Lincolnshire. Our overriding purpose is to be the champion for the vulnerable child. Through effective commissioning we aim to ensure that every vulnerable child has equitable opportunities to be the best they can be, irrespective of their individual backgrounds and circumstances. Our aim is to engender greater

aspirations for children across our internal, partner and commissioned services – so that all children achieve outstanding outcomes.

Our commitment is to ensure that we enable and support services to wrap around children and young people in line with North Lincolnshire's Organisational Model. Collectively we strive to ensure that at every stage of each child's journey they:

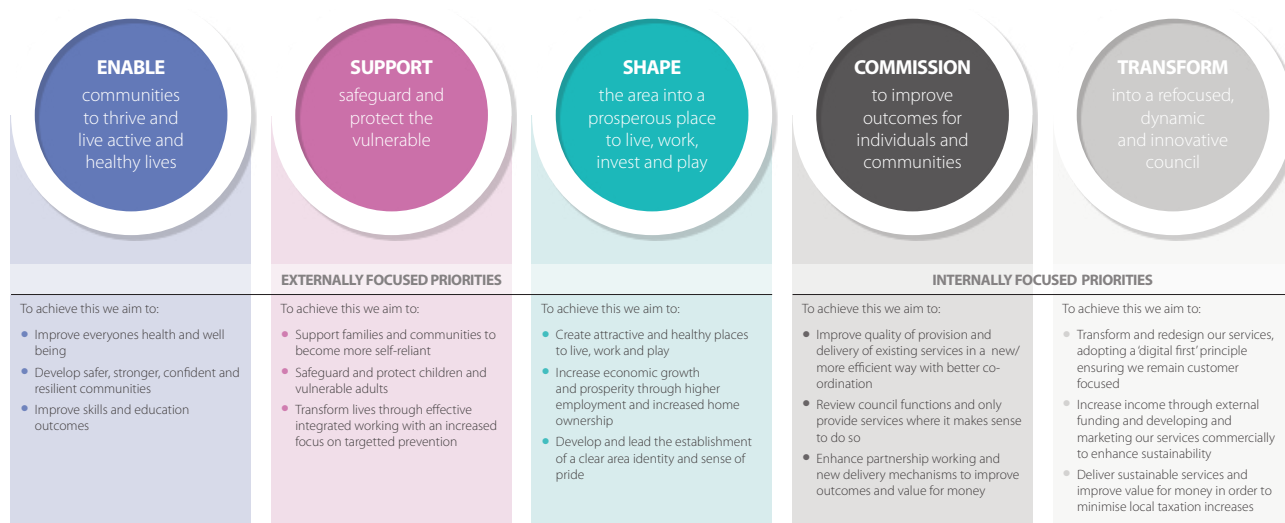
- Feel safe and are safe
- Enjoy good health and emotional wellbeing
- Recognise and achieve their potential

Children, young people and their families are at the heart of our communities and services are commissioned based on need and outcomes in order to move closer towards **equity and excellence for all our children and young people**.

To do this, we are committed to improving how services are commissioned to provide good value for money whilst retaining high standards of quality. 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:

<b>ACCOUNTABLE</b> Deliver on the promises we make and take responsibility	<b>COLLABORATIVE</b> Work together to deliver the right outcomes	<b>TRANSPARENT</b> Open and honest in all that we do
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## 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
- Commission the range of short break services for disabled children, including joint commissioning with health of a support service for parents of disabled children
- 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
- 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, Outcomes 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**.

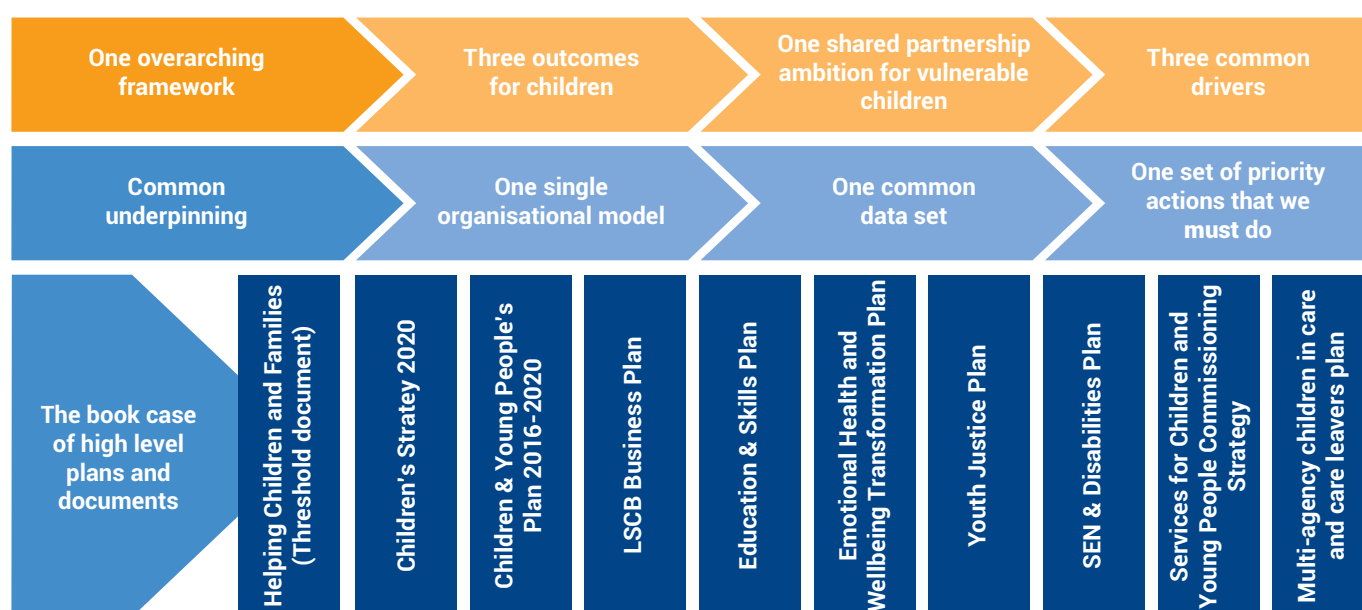
The Health and Wellbeing Board Strategic Priority Actions were refreshed in 2016 in order to provide a focus on “Big Ticket” issues. The Big Ticket issues for North Lincolnshire are to **reduce the harm caused by tobacco** and for **adults and children to have a healthy weight**.

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**.

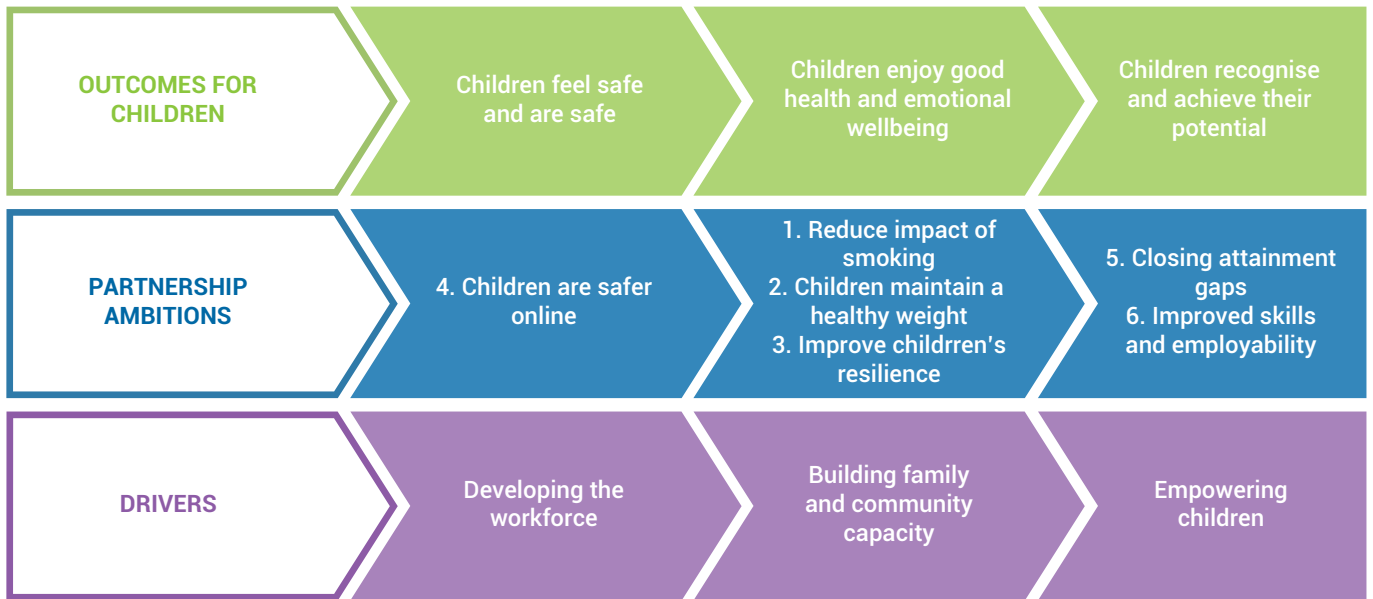
## 2.2 Transforming Services for Children and Young People

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, North Lincolnshire Children’s Strategy 2020 - Children and Young People’s Challenge, Children and Young People’s Plan 2016-2020 and the LSCB Business Plan.

The Children’s Strategy gives a common framework and set of drivers for those commissioning and providing services that contribute to children’s wellbeing and safeguarding priorities. It gives all those working to improve wellbeing and reduce inequalities the same focus to achieve the outcomes. Our approach to commissioning is informed by what we know about outcomes for children and young people and what children and young people have told us and is underpinned by Joint Strategic Assessment intelligence and analysis.



**Equity and excellence for all our children and young people**



**Right service, right time, right place**

# 3. Commissioning – Our Local Approach

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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 meets 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.
- 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 self-care and solutions 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

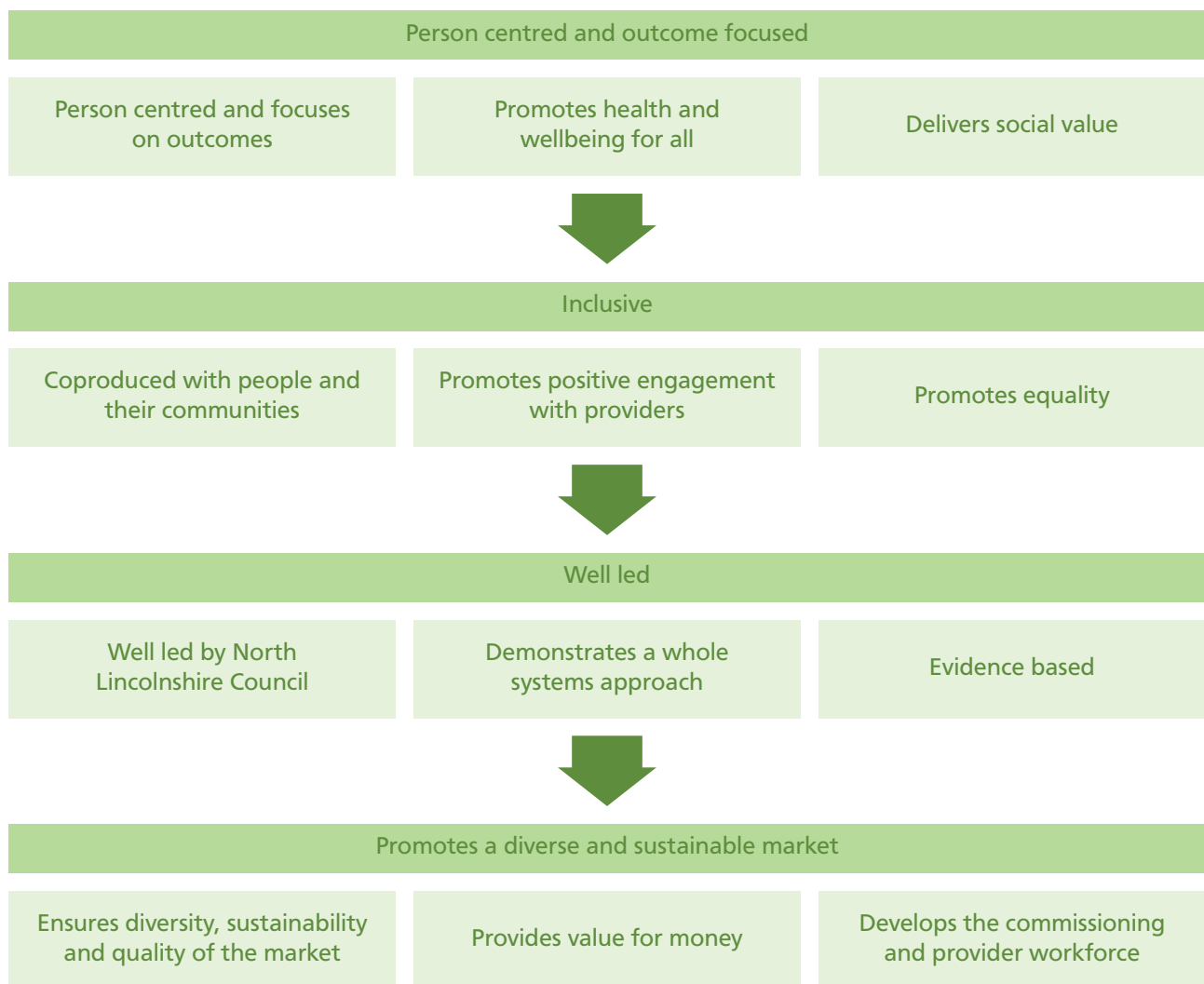
We commission services and solutions where **every child and young person has the right;**

- 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, which are illustrated in the diagram below, that ensure effective high quality commissioning.

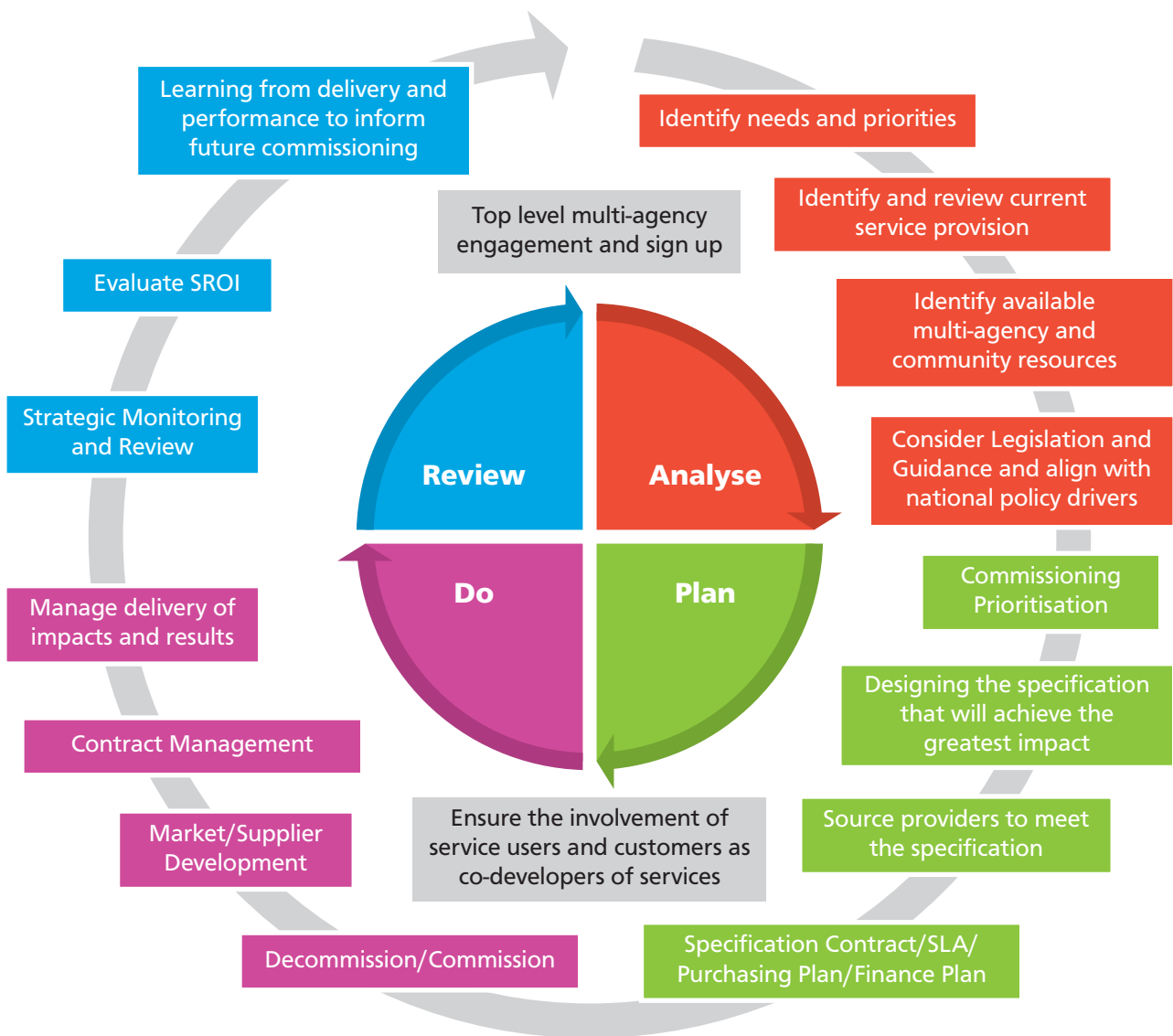


Therefore we expect to see services that:

- Are targeted towards children, young people, families and communities with the greatest need
- Are informed by the views and the life 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 'Analyse, Plan, Do, Review' methodology to drive the commissioning process. The four stages of the commissioning cycle are demonstrated below.



### Review – Have we met need?

- Monitor service delivery against expected outcomes to ensure they are being achieved
- Ensure performance management measures can evidence improved outcomes
- Evidence:
  - 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.

### Analyse – Understanding needs and priorities

- 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.

### Do – Meeting needs, how will we do it?

- 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.

### Plan – What do we need to do?

- 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 national and local priorities, legislation, statute and good practice.

<b>Strategic Plans</b>	<ul style="list-style-type: none"> <li>• North Lincolnshire's Joint Health and Wellbeing Strategy 2013-18</li> <li>• North Lincolnshire Council Strategy 2016-2020</li> <li>• North Lincolnshire Children’s Strategy 2020</li> <li>• Children and Young People’s Plan 2016-2020</li> <li>• North Lincolnshire Integration Statement</li> <li>• Education and Skills Plan "All our children"</li> <li>• Emotional Health and Wellbeing Transformation Plan</li> <li>• Youth Justice Plan</li> <li>• SEN and Disabilities Plan</li> <li>• Multi-agency Children in Care and Care Leavers’ Plan</li> </ul>
<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>• Helping Children and Families (Thresholds document)</li> <li>• LSCB Business Plan 2016-2018</li> <li>• Wood Review of LSCBs</li> <li>• National reviews on specific issues i.e. FGM, Child Trafficking, PREVENT</li> <li>• OFSTED thematic surveys and review of CSE including the Jay Report and Coffey Report</li> <li>• OFSTED thematic surveys including children living away from home, neglect, early help and SEND</li> <li>• JTAI Inspection Framework including Domestic Abuse</li> </ul>
<b>Intelligence</b>	<ul style="list-style-type: none"> <li>• North Lincolnshire Strategic Assessment (JSA)</li> <li>• North Lincolnshire Joint Strategic Needs Assessment (JSNA)</li> <li>• Primary, Adolescent and College Lifestyle Surveys</li> <li>• North Lincolnshire Data Observatory</li> <li>• Local data - prevalence, demographics, area profiles, burden of disease data, disabled children’s database, LSCB data</li> </ul>
<b>Legislation, Guidance and Practice</b>	<ul style="list-style-type: none"> <li>• Children and Families Act 2014</li> <li>• SEND Code of Practice 2014</li> <li>• Health and Social Care Act 2012</li> <li>• Breaks for Carers of Disabled Children's Regulations 2011</li> <li>• DfE Vision for Change</li> <li>• Children and Social Work Bill</li> <li>• Adoption return including regionalisation</li> <li>• Unaccompanied Asylum Seeking Refugee Scheme</li> <li>• Teaching Partnership</li> </ul>

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## 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.

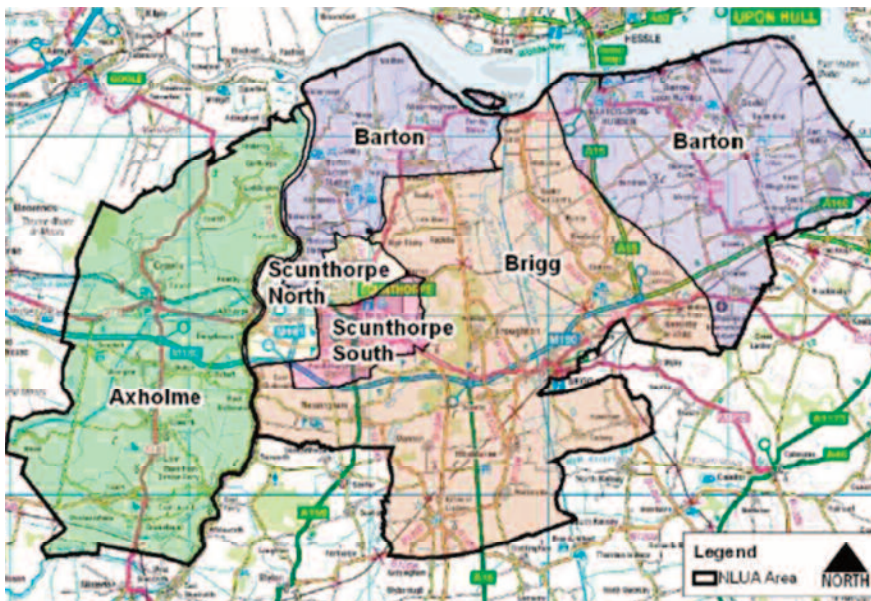
Commissioners have a clear responsibility to address the wider determinants that affect health and wellbeing. We recognise that good commissioning promotes health and

wellbeing for all. We see improving wellbeing as an overarching commissioning standard. 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/academies
- 2 Special Schools/academies
- 2 Pupil Referral Units
- 12 Children's Centres
- 31 schools have nursery provision

Three of the secondary schools have sixth-forms. 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 (number and percentage)
Total population in North Lincolnshire	169,820*
Total child population	35,280
Percentage and number of young people aged 0-4 years living in North Lincolnshire	9,594
Percentage and number of young people aged 5-10 years living in North Lincolnshire	12,484
Percentage and number of young people aged 11-17 years living in North Lincolnshire	13,202
Children on a school roll	24,107 (Jan 2016)
Percentage of Primary Aged Children eligible for Free School Meals	14.4% (2,102 Jan 2016)
Percentage of Secondary School Aged Children eligible for Free School Meals	12.1% (1,101 Jan 2016)
Children in need rate per 10,000	317.5 (March 2016)
Number of Children in need	1,120 (March 2016)
Rate of children who were the subject of a Child Protection Plan at 31st March 2016 per 10,000 children	43.4 (153 children)
Percentage of young people population (0-17 years) living within the top 30% most disadvantaged super output area	33.4% (11,795)
Rate of children in Care as at the 31st March 2016 per 10,000	57 (200 children)
Percentage and number of Care Leavers 16-17 year olds = 6 and 18-21 year olds = 59 (as at 11/04/2016)	0.18% (65 children)
Percentage of Children in Care for 1 year+ with a statement of SEN	32.4% (35 children)
Children and young people with a Statement of Educational Needs for moderate to severe learning disabilities**	0.03% (110 children)
Number of children and young people with a Statement of SEN	760 (Jan 2016)
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 February 2017 (most recent data Mid 2015 projections).

\*\* 2011 Census based on parental self-reporting.

### 4.3 Voice of Children and Young People

There are many opportunities for children and young people to give their views about what it is like for young people growing up in North Lincolnshire and what their experiences are of the services that are delivered and how services could be developed for the future. A key feature of our local approach to developing the North Lincolnshire Joint Strategic Assessment is the inclusion of the voice of children and young people. The JSA in turn informs the development of the commissioning intentions identified in this Strategy.

#### North Lincolnshire Children and Young People’s Lifestyle Survey 2013/2014

The views of children and young people are gathered through an Adolescent Lifestyle Surveys that has been undertaken every three years since 2004, a College Lifestyle Survey introduced in 2013 and a Primary Lifestyle Survey which was introduced in 2014 and repeated in 2015/16. The lifestyle survey of primary aged children, adolescents and college students in North Lincolnshire has revealed continuing improvements to health and wellbeing over the last 10 years.

Overall the following participated in the surveys:

Survey	Year Group	Responses	%
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.

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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
- 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 the Children's Strategy 2020 and across the Children and Young People's Partnership. In addition, our commissioning activity is shaped by:

- The views of children and young people
- Children and Young People's Plan 2016-2020
- 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.

At a partnership level, we are committed to equity and excellence for all our children and young people. Our collective ambitions as set out in the North Lincolnshire Children's Strategy are:

1. Reduce the impact of smoking
2. Children maintain a healthy weight
3. Improve children's resilience
4. Children are safer on-line
5. Closing attainment gaps
6. Improved skills and employability.

### North Lincolnshire Children's Strategy 2020 – 'Children and Young People's Challenge'

The Children's Strategy 2020 is set within the context of the Health and Wellbeing Strategy with a particular focus on the partnership actions required to improve outcomes and reduce inequalities for children and young people living in North Lincolnshire. The Strategy gives a common framework and set of drivers for those commissioning and providing services that contribute to the local wellbeing and safeguarding priorities.

The Strategy presents the challenge from children and young people to partners, to invest in and make a difference for all children living in North Lincolnshire. It sets out a clear outcomes framework and 'key challenges' to improve outcomes for children and young people. It reinforces our shared commitment to working together where children, young people and their parents/carers are at the centre of all that we do. It gives all those working with children, young people and families a common focus and approach to achieve shared outcomes.

Safe children, supported families  
and transformed lives

#### Outcomes

- Children feel safe and are safe
- Children enjoy good health and emotional wellbeing
- Children recognise and achieve their potential

#### Drivers

- Building family and community capacity
- Developing the workforce
- Empowering children

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This diagram outlines our shared vision and the outcomes we want to achieve for children and young people in North Lincolnshire alongside the drivers required to address our key challenges. To achieve our vision we are committed to integration and developing integrated delivery and commissioning models.

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.

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.

This Commissioning Strategy responds to the challenge from our children and young people - to make a difference, to contribute to improving their outcomes and to reducing inequalities across North Lincolnshire. The driving force for further improving outcomes must come from families, communities, professionals and children and young people themselves.

Commissioners, public agencies and organisations including providers are drivers for change and are central to the collective local response to the Children and Young People's Challenge – together we will build **family and community capacity, develop our workforce and empower children.**

### Local Safeguarding Children's Board

The LSCB has a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements.

The statutory objectives of the LSCB are:

- (a) To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- (b) To ensure the effectiveness of what is done by each such person or body for those purposes.

The functions of the LSCB can be summarised as:

- Developing policies and procedures for safeguarding and promoting the welfare of children in the area

- Communicating to persons and bodies in the area the need to safeguard and promote the welfare of children
- Monitoring and evaluating the effectiveness of what is done locally to safeguard and promote the welfare of children
- Participating in the planning of services for children
- Undertaking reviews of serious cases and advising on lessons to be learned.

The LSCB has a robust learning framework that outlines how the board supports and embeds a culture of learning to drive quality and improve outcomes for children and young people. The components of the North Lincolnshire LSCB Learning and Improvement Framework are:

- Safeguarding training
- Local and national research and evidence in practice
- Case audit process
- Serious case reviews (local and national)
- Child death reviews (Child Death Overview Panel)
- Moderating panel.

LSCB Members have committed to a framework that enables them to have a line of sight on front line practice, to ensure safeguarding arrangements are in place and effective and that this makes a positive impact upon the lives of children and their families.

Through the use of data the LSCB is able to:

- Assess the effectiveness of the help provided to children and families, including early help
- Assess whether LSCB partners are fulfilling their statutory obligations set out in statutory guidance
- Quality assure practice, including through joint audits of case files involving practitioners and identifying lessons learned
- Monitor and evaluate the effectiveness of training including, multi-agency training to safeguard and promote the welfare of children.

#### The local safeguarding priorities are:

- **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 managing risk, prevention and communication, a nuanced approach to support young people, and workforce development with the overarching aims to Prevent, Protect and Prosecute.

- **Reduce the harm to children from domestic abuse** - Derived from the local needs profile, intelligence in relation domestic abuse prevalence and LSCB feedback, domestic abuse is identified as an LSCB priority area.
- **Enhance children's emotional wellbeing and resilience** - Derived from evidence and research that strengthening young people's resilience is a protective factor. Priority identified through listening to the views of children and young people and focus on the CAMHS Transformation Plan.

**Female genital mutilation** is a national priority and it will remain a local area of focus for the LSCB.

The business priority for the LSCB is performance management and quality assurance of the 'safeguarding pathway' (early help services and statutory safeguarding processes).

<b>Priority 1 - Reduce the harm from child sexual exploitation</b>	<b>Priority 2 - Reduce the harm to children from domestic abuse</b>	<b>Priority 3 - Enhance children's emotional wellbeing and resilience</b>
<b>The LSCB will know if it is making a difference if:</b>	<b>The LSCB will know if it is making a difference if:</b>	<b>The LSCB will know if it is making a difference if:</b>
<ul style="list-style-type: none"> <li>• The children subject to Multi-Agency Child Exploitation (MACE) meetings show reduced levels of risk</li> <li>• Offenders discussed at MACE meetings are disrupted and prosecuted</li> <li>• Children and young people know how to and have access to help and protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced referrals to Children's Social Work Services resulting in no further action in respect of domestic abuse</li> <li>• Reduced re-referrals to Children's Social Work Services in respect of domestic abuse</li> <li>• Children and young people say they know how to and have access to help and protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Children report that they have a positive outlook on life. Proxy measures include the ALS, CLS and PLS.</li> <li>• The LSCB continue to ensure that safeguarding arrangements are in place and to seek assurance that further work is progressing to enhance children's emotional wellbeing.</li> </ul>

### LSCB Priority 1 - Reduce the harm from child sexual exploitation

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.

To support the ongoing delivery of the CSE Strategy, the following priorities have been identified for 2016/17:

- Managing Risk
- Prevention and Communications

- Nuanced approach to support young people
- 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.

**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.

**LSCB Priority 2 - Reduce the harm to children from domestic abuse**

**Future commissioning needs to ensure:**

- That all agencies continually recognise their role in tackling and responding to CSE
- Service specifications set out the roles and responsibilities of partners in relation to CSE
- A regular 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.

Working Together to Safeguard Children 2015 identifies that some children are more vulnerable than others, particularly if they are in a family where the family circumstance presents challenges for the child, such as substance misuse, adult mental health problems and domestic abuse.

The LSCB continues to focus its efforts to raise awareness in the local workforce and the community of child sexual exploitation, forced marriage, honour based violence, female genital mutilation and the impact of domestic abuse as identified in the Serious Crime Act in 2015 and ‘Ending violence against women and girls strategy 2016-2020’.

Additionally, the Integrated Domestic Abuse Strategy (currently being refreshed) includes children as a priority group identifying developments to ensure safe and supportive outcomes for both adults and children.

Locally we have a shared value that children and adults have the right to live free from domestic abuse. In 2016 the LSCB published a Policy Statement for **Children who live in households where there is domestic abuse**. This statement sets out a series of local commitments which are shared across partner agencies and form part of local practice across all levels of need.

#### **In North Lincolnshire we will:**

- Equip children and adults to expect to have and enjoy healthy relationships where violence and abuse is not acceptable
- Identify and work to minimise harm to children who live in households where there is and or where they are affected by domestic abuse with the safety of the victim and child(ren) being a priority for all agencies
- Offer early intervention to work with children and families to reduce risk and enable those harmed by domestic abuse to live free from abuse and those who perpetrate harm to change their behaviour
- Respect the right to family life and for individuals and in doing so expect those whose behaviours harm others to change their behaviour and reduce harm so families can stay together
- Support adult victims and children who want to leave the relationship to do so. Within this children will be supported to express their wishes and feelings and decisions will be made to support their long term health and development
- Work to reduce harm in the long term when parents separate and when behaviours continue to harm their children
- Pursue all means to prevent harm and continuing harm as part of our plan to reduce and or prevent repeat victimisation
- Equip our staff to understand and work to reduce harm to self, family or others and with those who need help to do so within our community.

#### **Future commissioning needs to ensure:**

- That all agencies continually recognise their role in tackling and responding to domestic abuse
- Sustainable support for children, young people and families
- Respond to the forthcoming refresh of the Integrated Domestic Abuse Strategy
- Delivery of the commitments set out in the Policy Statement - "Children who live in households where there is domestic abuse".

### **LSCB Priority 3 - Enhance children's emotional wellbeing and resilience**

We recognise and promote that increasing resilience and promoting emotional health and wellbeing is a key protective factor in safeguarding children and young people. The CAMHS Transformation Plan alongside the views of local children and young people reinforce emotional wellbeing and resilience as a local priority.

Young people's views relating to their emotional wellbeing and mental health have been highlighted locally through a range of engagement mechanisms. The 2015 Make Your Mark British Youth Council's annual youth ballot voted in Mental health as one of the national campaigns for the second year running.

Locally young people have taken a lead and the Youth Council have developed the 'Positive Steps towards Emotional Wellbeing' leaflet. This is being championed across partnerships including the LSCB. The LSCB continues to ensure that further work is progressing in relation to enhancing the emotional wellbeing and resilience of children and young people in 2016/17.

Further context is included in [Section 4.3 Voice of Children and Young People](#).

#### **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 wellbeing 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

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## 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.

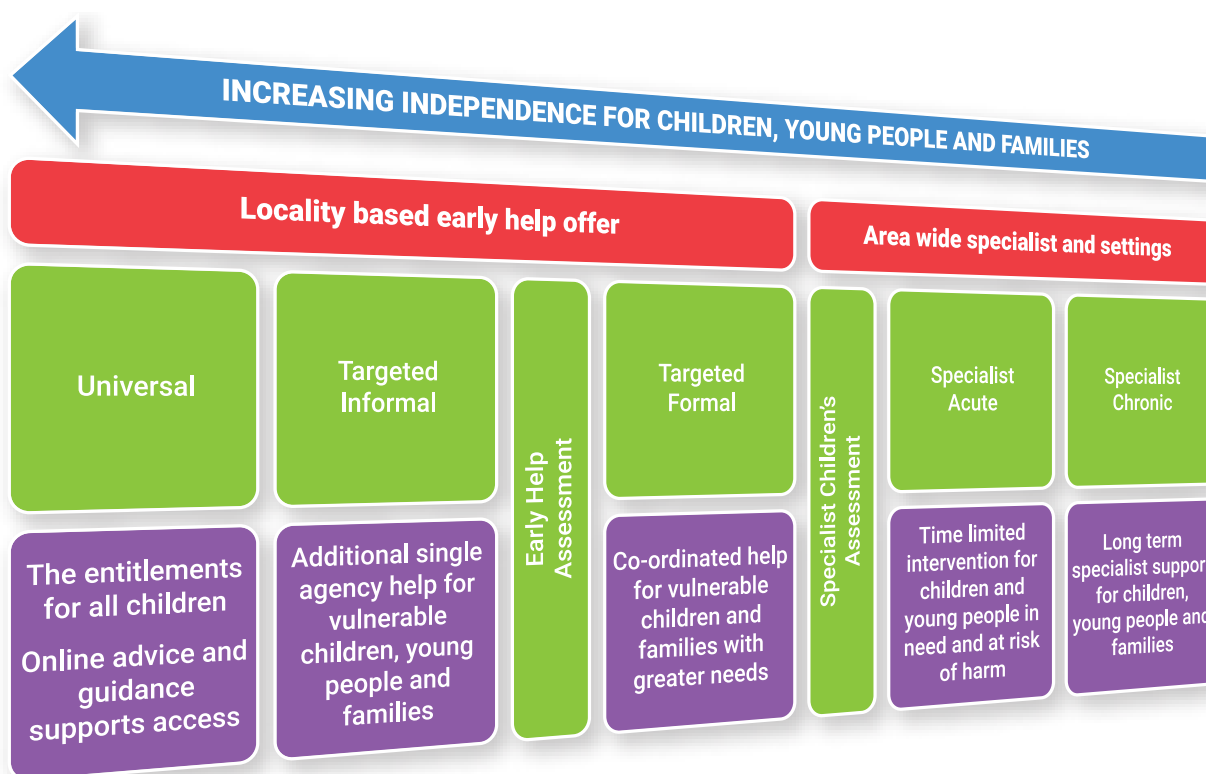


## The Organisational Model

A Single Organisational Model underpins our local approach to achieving the three outcomes identified in the “Children and Young People’s Challenge”. The Model represents a framework to describe the level of need a child, young person or family may have and the nature of support that is available at each level. Through dynamic application of the organisational model, more people will help themselves by accessing their universal entitlements; thereby reducing the demand and requirement at a specialist level. This approach, in turn, underpins our local commissioning intentions – making sure that children and families can access the **right service, at the right time in the right place, delivered by the right person.**

The Organisational Model has been refreshed to describe how children and families will access help at the earliest point and at the lowest level. Where help is necessary to achieve people being independent of services this should be timely and provided in the least intrusive way – building on the strengths of families to keep children safe, well and achieving.

[Helping Children and Families \(Threshold Document\) 2016-2020](#) describes the types of services available for supporting children and families to stay independent and the thresholds applied in accessing a service. The five levels of need are summarised below.



Enabling children and families to understand their rights and responsibilities is fundamental to people and communities to be empowered to achieve good outcomes. Our local expectation is that families and communities become more independent, so that they can have greater choice and control of their lives. This means most people will help themselves by accessing universal services.

Our commissioning and practice approach seeks to remove barriers for people accessing universal entitlements by, for example, considering the needs of families with children with disabilities or parents who have a disability. Targeted support will assist the small minority of people that need extra help to access universal entitlements. Reliance on specialist services will reduce further.

This commissioning strategy should be read alongside the two key local “offers” that enable children and families to take greater control of their wellbeing and or finding solutions to help achieve positive outcomes.

[SEND Local Offer](#)  
[Early Help Offer](#)

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## 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)
- Meeting the needs of children and young people with SEND
- Perinatal Services (Mental Health)
- 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 2020, 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

### 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 looked after child 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 predicated 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
- Safeguarding children and young people with SEND
- Supporting childcare providers to raise quality standards.

### Looked After Children in external provision

- Pre-checks such as Ofsted Reports, Insurances, Location Risk Assessments (external residential care) and DBS
- Commitment to place Looked After good quality placements
- 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
- 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 & Young People 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:

[www.northlincs.gov.uk/jobs-business-regen/business-information-and-advice/procurement/](http://www.northlincs.gov.uk/jobs-business-regen/business-information-and-advice/procurement/)

And on the regional web-based procurement portal:

[www.yortender.co.uk/procontract/proregister.nsf/fcontent?ReadForm&requesttype=view&requestview=authority&start=1&count=10&contentid=1.002](http://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 had 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.