

East Riding of Yorkshire
Children and Young People's
Joint Commissioning Strategy

2019 – 2022

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Introduction

OUR VISION

Your East Riding ... where everyone matters

For all children and young people in East Riding to be happy, healthy, confident and safe. We will work in partnership to remove barriers to achievement and narrow the gap so that everyone can reach their potential.

East Riding Children and Young People's Strategic Plan for 2017 – 2020.

The Children and Young People's Joint Commissioning Strategy 2019-2022 is informed by the East Riding Children and Young People's Strategic Plan for 2017 – 2020 which outlines the three key overarching priorities for the region. These are to:

- Deliver an excellent educational experience for all, with attainment and achievement gaps narrowed;
- Provide the support that parents and carers need, when they need it;
- Promote good health and wellbeing for our children and young people, recognising the importance of emotional and mental health.

This Children and Young People's Joint Commissioning Strategy 2019-2022 will ensure that the commissioning of local health, education and care provision embraces a partnership approach to improving the social, educational and health outcomes for children and young people. It will do this by adopting the principles set out in the East Riding of Yorkshire Children and Young People's Strategic Plan for 2017 – 2020.

The four cross-cutting themes of the Children and Young People's Joint Commissioning Strategy 2019-2022 mirror those of the Children and Young People's Strategic Plan 2017-2020:

- Integrating services
- Intervening early
- Ensuring safety
- Supporting the most vulnerable

The East Riding of Yorkshire Council acknowledges the vital role Children and Young People's Joint Commissioning Strategy 2019-2022 has in supporting the range of other strategies in meeting the vision of the Children and Young People's Strategic Plan for 2017 – 2020. Therefore, this strategy is closely aligned to a number of strategies (appendix 2) many of which have also adopted a joint working and co-

production approach. In particular the Children and Young People's Joint Commissioning Strategy 2019-2022 is aligned to the key partnership strategies for the area: the East Riding Community Plan 2016 – 2021; the Joint Health and Wellbeing Strategy 2016 – 2019, and East Riding of Yorkshire Council's 0-25 Special Educational Needs and Disability (SEND) Strategy 2018 – 2022.

The Children and Young People's Joint Commissioning Strategy 2019-2022 outlines the way partner agencies across the East Riding of Yorkshire will work together in commissioning the services needed to fulfil and implement effectively the priorities identified in the Children and Young People's Strategic Plan 2017-2020. The development and implementation of the Children and Young People's Joint Commissioning Strategy 2019-2022 involves key stakeholders including the NHS East Yorkshire Clinical Commissioning Group (NHS EYCCG), Public Health and the East Yorkshire Parent Carer Forum (EYPCF). In recognition of the integral role the Children and Young People's Joint Commissioning Strategy 2019-2022 plays in supporting a range of related strategies across the partnership, the governance and monitoring of the strategy will sit within the remit of the CYP Health and Wellbeing Group (appendix 1).

In the East Riding of Yorkshire, we are committed to supporting our children and young people to have the best possible start in life through the effective use of the resources available from a range of services, including education, health and social care. We want to support and prepare the children and young people of the East Riding of Yorkshire to reach their full potential and become active citizens by being able to live and contribute positively in their local communities.

The Children and Families Act 2014 sets out the expectations relating to joint commissioning in relation to Children's Services, particularly, to commissioning at all levels (strategic, operational/community/targeted and individual). The fundamental aim is to create a more joined-up, holistic approach to meeting children and young people's needs.

Within the East Riding of Yorkshire, the joint commissioning activity includes both operational services and individual packages of support. Joint commissioning takes place predominately between the local authority's children's services and the NHS EYCCG, for those children and young people with SEND and social, emotional and mental health difficulties. The needs and priorities of children, young people and their families are constantly changing. As such, we need to ensure that our joint commissioning process is able to cope with those changes. We make sure this happens by developing joint action plans across a range of services and initiatives that are monitored and governed via the CYP Health and Wellbeing Group. This multi-partner group has an overarching strategic remit. It therefore, ensures joint commissioning is undertaken and embedded as part of a clear commissioning cycle.

This enables us to keep up-to-date with current needs, areas of good practice and also those areas where we need to change things.

This Children and Young People's Joint Commissioning Strategy 2019-2022 covers key life stages for children and young people from 0-25 years of age. It outlines the East Riding of Yorkshire's commissioning intentions for the next three. This includes a commitment to high quality community and universal services, the promotion of early help and prevention, as well as, supporting self-care (to deal with issues that may have started to emerge and prevent problems from escalating), and the provision of support for children and young people requiring intensive support services.

Local Context

The East Riding of Yorkshire is one of the largest local authority areas in the country. It has a predominantly rural geography with only 10% of the population residing in towns. The majority of the c. 72,000 children and young people living in the East Riding of Yorkshire are safe, well-educated and receive a good level of care. However, 19% of children and young people are growing up in areas of East Riding of Yorkshire that have some of the highest levels of poverty in the UK. These areas feature low incomes, high unemployment, poor health and low educational achievement. The issues faced by families in the areas of the East Riding where deprivation is high have been made worse by the national economic downturn, increases in the cost of living, welfare reform and reduced funding for the public sector (which includes schools, councils, the NHS, fire and rescue and the police), as well as a steadily growing population. The challenge of meeting the needs of our children and young people, is further amplified by the rural factors that need to be considered.

Some Facts and Figures



In December 2018 **1,889** Children and Young People have an EHC plan



Between April 2017 and March 2018, **1,439** children and young people received NHS funded mental health care



At October 2018 the East Riding of Yorkshire is supporting **327** children who are looked after



The July 2018 SEND Report states: **162** personal budgets have been set up for individuals with EHC plans



The July 2018 SEND Report states: **16.4%** of school-age children in need have a disability



At March 2018 **1,998** there are children in need being supported by the local authority

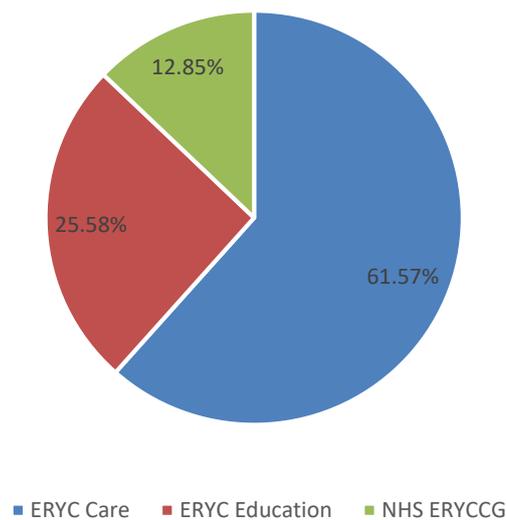


At March 2018 **203** children were the subject of a child protection plan

As is the case in all local authorities nationally, the East Riding of Yorkshire has been working in times of significant resource constraints and increased demand and expectations. The East Riding of Yorkshire Council has, however, made a commitment to children's social care and recognises the importance of children's social care services which is reflected in a level of protection given to children services by the local authority.

In 2017/18 the East Riding of Yorkshire Council and the NHS EYCCG spent £2.64M on jointly funded specific provision for children and young people with complex needs. Joint Commissioning decisions are discussed and agreed at the multi-agency Joint Commissioning Panel (JCP). The JCP approves and reviews resources including external residential placements, special schools, therapeutic health placements, and foster care.

Jointly Commissioned Packages of Support



In addition to the individual packages, there are a number of services that are delivered in partnership and that are jointly resourced both through formal and informal arrangements.

National Context

It is now universally recognised that health and social care services have a duty to co-operate. In the East Riding of Yorkshire work continues to ensure these are better co-ordinated around the individual, enabling the right care to be offered at the right time and in the right place. This Children and Young People's Joint Commissioning Strategy 2019-2022 is underpinned and will be influenced by a number of pieces of legislation and national guidance, as well as, local strategies and arrangements (see appendix 2). The key legislation is the Children and Families Act 2014 and the Care Act 2014. This legislation is underpinned by the Special Educational Needs and Disability Code of Practice: 0-25 years.

Section 26 of the Children and Families Act 2014 states that

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

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

Local authorities are required by Section 25 of the Children and Families Act 2014 to ensuring the integration of special educational provision. Local authorities must work with health and social care provision where this would promote the wellbeing of, or improve the quality of special educational provision for, children and young people in their area who have SEND. There is a requirement for local authorities, health and care services to commission services jointly; to ensure that the children with SEND have these needs met. This will include specialist services like physiotherapy and speech and language therapy.

Section 26 of the Children and Families Act 2014 requires local authorities, Clinical Commissioning Groups (CCGs) and other NHS commissioning bodies to jointly commission services for children and young people with SEN, including those without Education, Health and Care Plans (EHCP).

The Care Act 2014 requires local authorities to ensure co-operation between children's and adults' services to promote the integration of care and support with health services ensuring that young adults are not left without care and support as they make the transition between child and adult social care.

The 2018 Department for Education (DfE) statutory guidance for local authorities promoting the education of children who are looked-after (CLA) and previously looked-after-children (PLAC) states that:

‘As leaders responsible for ensuring that the local authority discharges its duty to promote the educational achievement of their looked after children Directors of Children’s Services and Lead Members for Children Services should ensure that, Looked-after children have access to a suitable range of high quality education placement options and that, when commissioning services for them the local authority takes account of their duty to promote educational achievements’. (p8)

‘The Virtual Head teacher should ensure that there are systems in place to: avoid drift and delay in providing suitable educational provision including special educational provision and unplanned termination of educational arrangements through proactive multi agency co-operation’. (p8)

‘In the case of an emergency placement, the local authority that looks after the child should secure a suitable new educational placement in 20 school days’. (p11)

The revised National Framework for Children and Young People’s Continuing Care (2016) revision, takes account of the new structures of NHS commissioning created by the Health and Social Care Act 2012 and the new integrated approach to the commissioning of services for children and young people with SEND which the Children and Families Act 2014 introduced. In particular, CCGs and local authorities should endeavour to coordinate the assessment and agreement of the package of continuing care, as part of the process to develop the child’s Education, Health and Care plan (EHCP).

Key Achievements of the 2015-18 Joint Commissioning Strategy

The East Riding of Yorkshire Council, facilitated by the High Needs Strategic Planning Grant from the Department for Education, commissioned an independent High Needs Strategic Review of the provision, services, and support that was in place for the children and young people with SEND across the region. The High Needs Strategic report, completed in October 2017, led to the creation of a number of cross-sector joint working groups with the remit of implementing and embedding the key recommendations.

A refreshed governance structure (appendix 1) has been employed to strengthen cross sector commitment to the implementation and embedding of joint commissioning and integrated solutions for the children and young people, throughout the East Riding of Yorkshire. The responsibility for ensuring the joint commissioning priorities are achieved has been placed within the established CYP Health and Wellbeing Group’s

remit to ensure that they are able to monitor and drive the joint commissioning agenda. The CYP Health and Wellbeing Group reports on the progress made to achieving the joint commissioning priorities to the Children's Trust which is chaired by the Director of Children, Families and Schools from East Riding of Yorkshire Council and has representation from East Riding of Yorkshire Council, East Riding of Yorkshire and Vale of York CCGs, Humberside Police and the Police and Crime Commissioner, Humber NHS Foundation Trust, Humberside Fire and Rescue Service, Humberside Probation Trust and a network of voluntary groups.

The local authority and the EYPCF developed the 'Involving Parents and Carers with Commissioning and Service Development' co-production charter in 2017. The Charter outlines how the two organisations will work together to ensure that children and young people with SEND, and their families, will play a central role in decision making and service development. It builds on existing good practice and aims to help embed parent and carer involvement into the day-to-day work of the local authority, health partners and its other partner organisations represented through the East Riding of Yorkshire Children's Trust Board.

There is strong commitment to partnership working with colleagues in the NHS EYCCG. This strong multi-agency partnership is firmly established across all areas of SEND services for children and young people. This has led to improvements to the referral process into Early Help and Safeguarding Hub (EHaSH) and a strengthening of the service. Joint work is currently being undertaken to support robust timely Children and Adolescence Mental Health Service (CAMHS) referrals and assessment and this continues to be a high priority for all stakeholders across the region.

The East Riding of Yorkshire Council's Special Education Needs (SEN) and Disability services restructure was finalised in January 2018. The expansion of the Children's Commissioning and Quality Monitoring Team to include Education, Health and Care plan Commissioning Officers (EHCCO) will enable a joined up approach to ensuring that individual, operational and jointly commissioned services meet the specialist needs of children and young people and their families through effective identification of need, contract monitoring and EHC plan management.

East Riding Public Health Team produced a Commissioning and Intelligence Document to support the procurement of an Integrated Specialist Public Health Nursing Service (ISPHNS). This document is available on the Joint Strategic Needs Assessment (JSNA) website for all partners to utilise in joint commissioning activity, which includes both operational services and individual packages of support, for those children and young people with SEND and social, emotional and mental health difficulties.

As part of the service commissioned by the East Riding Public Health Team in 2017, the ISPHNS identify any children with SEND and social, emotional and mental health

difficulties as part of the Health Care Plan (HCP). They then provide the appropriate level of support as part of a multi-agency approach to meeting the needs of this vulnerable group, including those with EHC Plans. They work together with the range of commissioned specialist services to provide the appropriate support for any additional needs from birth to adulthood.

A more effective and timely autism assessment and diagnosis pathway has been designed in response to direct feedback from parent carers, children / young people and professionals. The redesign of the pathway enabled reflection on past and present practices and aims to improve the process for children / young people and their families.

The East Riding of Yorkshire's Local Offer continues to provide clear accessible information about the services that are available in the area for parents, children and young people aged 0 – 25 years with SEND. The website, which has been reviewed with all partners, includes information on a range of health, social, educational and short break support and provision available for children and young people with SEND from 0 - 25 years. It provides detailed information about the options available for children and young people at a community level right through to specialist and targeted services meeting more complex needs.

Partnership work has been undertaken by the Transforming Care Partnership to establish a Dynamic Support Register to ensure cross-sector information sharing. Joint commissioning activity is undertaken to support the most vulnerable children and young people with autism and learning disabilities.

Joint Commissioning Strategy 2019-2022 Outcomes

The Council and our strategic partners want the very best for every single child and young person in the East Riding of Yorkshire. Our ambition, through the Children and Young People's Joint Commissioning Strategy 2019 - 2022 is that:

- Children and young people and their parent/carers are aware of the full range of high quality provision (health, social, education) offered across the East Riding of Yorkshire.
- A healthy provider market place across the range of relevant provision accessible throughout the East Riding of Yorkshire
- Reduced numbers of children and young people accessing out of authority provision
- Strengthened consistency and capacity of central targeted services across health education and social care.

- New preparing for adulthood 16-25 pathways, and options developed, using a partnership-based approach and informed by good practice guidelines.
- Utilisation of a full range of appropriate funding options (including personal budget) to enable individuals to take control of their support and care wherever possible.

Our ambition has been shaped by our understanding of local needs, the views of children and young people and their families, and by national priorities.

Outcomes of Engagement – Key messages and themes

The Children and Young People's Joint Commissioning Strategy 2019 - 2022 priorities are based on key performance and needs data. To ensure that the widest voice possible has influenced this strategy feedback has drawn from a range of consultations undertaken by the local authority, health, and independent consultants and the EYPCF. The Children and Young People's Joint Commissioning Strategy 2019 - 2022 has been developed with input from the EYPCF to ensure that the priorities, approaches and outcomes represent the needs of the children, young people and their families.

In 2016, an extensive round of consultation took place across the region. It sought the views of the children and young people, their families and carers and the professionals who work with them. Key findings included:

- Younger children placed a high value on being physically active including play and outdoor activities
- Older young people identified that good mental health was especially important.
- Young people highlighted the increasing amount of anxiety and stress they felt in relation to the potential for getting the necessary grades at school/college.

In 2017, the High Needs Strategic Review conducted a number of in-depth, engagements, with a wide range of partners and stakeholders, including workshops with children, young people, parents and carers, professionals and local authority leaders, officers, and strategic partners. In addition online surveys, face to face and telephone interviews were undertaken. The report highlighted three overarching findings:

- Partnership working between the local authority, partner agencies and professionals is strong. There is a shared sense of strengths, challenges and strategic direction between the local authority leaders and providers.
- While the local continuum of SEND support, services and provision has been pro-actively developed to offer a range of universal support, targeted services

and local specialist provision, there is value in re-articulating how the different parts of the continuum fit together.

- The need to strengthen both strategic and individual relationships, ensuring they are based on co-production and partnership.

The review found broad consensus on what should be built upon and what needs to be developed. It also acknowledged a firmly established willingness to work collaboratively and in a spirit of co-production to improve support and outcomes for young people with SEND

In June 2017, a 'Shaping a Mindful Future' stakeholder event was held. The consultation event identified that mental health services for young people would be a key priority for the East Riding of Yorkshire.

A summary of research evidence, compiled by the Public Health Observatory for Learning Disability (2011), cites prevalence rates of a diagnosable psychiatric disorder is 36% in children and adolescents with learning disabilities, as opposed to 8% in those who do not have a learning disability.

Health Watch East Riding of Yorkshire's consultation, engaging with a wide range of people from different locations across the region, highlighted that Mental Health was the highest priority overall for those who took part. Emotional health and wellbeing was stated as a priority concern for over half the people consulted.

The EYPCF carried out a survey of the parents and carers of children and young people with SEND. The survey was designed to determine needs of children and young people for current and future service provision. The information contained in this survey covers a representative sample of the views and experiences of parents and carers across the East Riding of Yorkshire. The survey identified two priorities specifically relating to joint commissioning these were:

- better transition into adulthood for young people with SEND needs and,
- the increasing need for provision supporting emotional health and wellbeing.

Summary

The inequality of outcome experienced by disadvantaged and vulnerable children and families in East Riding of Yorkshire can be compounded when children and young people experience multiple vulnerabilities. Increasing demand, the high cost of statutory provision and reduction in government funding is placing financial strain on the system. Some children and young people with SEND and their families do not have a good experience of the system in East Riding of Yorkshire; it is not always joined up or easy to navigate. In the East Riding of Yorkshire we recognise that all

sectors must address this together both to ensure all public services are financially sustainable and to enable children and young people to maximise their full potential, become confident and independent individuals and have access to the best possible services.

The purpose of the East Riding of Yorkshire Children and Young People's Joint Commissioning Strategy 2019-22 is to strengthen and deepen an integrated systemic approach to meeting the needs of children and young people, to enable them to achieve their potential and lead fulfilling lives, as independently as possible.

The CYP Health and Wellbeing Group will be responsible for monitoring the progress of the Children and Young People's Joint Commissioning Strategy 2019 - 2022 action plan, which will include key performance indicators agreed by the CYP Health and Wellbeing Group to ensure the achievement of the outcomes outlined in this strategy.

How we are going to change and what will be different

Culture and Resources

To ensure that services that require a joint commissioning approach are developed and delivered following a child and family centred ethos, all partner agencies agree to participate and enable parents, carers and children and young people to be integral to all aspects of a joint commissioning process. This includes; joint planning and performance management; the creation of new services; the decommissioning of services and provision; the development and implementation of innovative resource and asset allocation models (including pooled or aligned budget, where appropriate). The joint commissioning approach aims to achieve the principles below:

- Safeguarding children and young people and promote their welfare
- Improve outcomes for children, young people and their families by providing a choice of high quality services to meet their different needs and to promote inclusive practice
- Target services at those most in need; ensuring commissioning decisions are based on a comprehensive analysis of the current and anticipated future needs of the local population of children, young people and their families
- Be flexible and responsive to the needs of children, young people and their families, and communities by reflecting their views and valuing their feedback and suggestions about services in developing commissioning arrangements
- Take account of the need to ensure sustainability, build capacity where appropriate and source services, as locally as possible, to develop local services and employment

- Secure strong and effective partnerships between the public, voluntary, community and private sectors
- Evidence favourable impact on outcomes and value for money balancing quality and cost effectiveness of services
- Take account of legislation and national, regional and local guidance and best practice
- Utilise the Joint Strategic Needs Assessment to inform the outcomes of commissioning activity and developing proposals for shared priorities.

The joint commissioning strategy requires a multi-agency approach in order to achieve its key priorities. Utilising our commissioning cycle, we will take a whole system, intergenerational approach based on a life journey, to ensure synergy and integration of development.



We will adopt an ethos of co-production where all partners, including the children and young people and their parents and carers, are empowered. This will ensure that we apply a consistent approach to all decision making processes in relation to market management and shaping, improvement, efficiency programmes and investment plans.

However, the strategy recognises that to be fully successful, a number of key organisations, departments and systems need to adopt the core joint commissioning principles outlined above. The following diagram illustrates the supporting elements and enablers to ensure effective implementation of the Children and Young People's Joint Commissioning Strategy 2019-2022.



Integration of service provision

The key priorities of the Children and Young People's Joint Commissioning Strategy 2019-22 are:

1. To embed a holistic, integrated, transparent approach to service design and delivery, and to the allocation of resources or commissioning of specialist services across health, care, education and the wider public sector. This approach will be adopted to meet the needs of all the children and young people of the East Riding of Yorkshire, ensuring they receive the best possible start in life to enable them to go on to fulfil their full potential throughout their lives.
2. To support people with long term conditions to be independent and have control over the care they receive. This will be achieved through co-produced, jointly designed and commissioned pathways. This will enable flexibility and choice for children, young people and their parents and carers, ensuring they can access the most appropriate graduated provision to meet the needs of children and young people, ensuring a smooth well supported transition into adulthood.
3. To ensure that there is a sufficient level of appropriate services and provision, available within the East Riding of Yorkshire, for children and young people to access to meet their needs.

To enable the effective delivery of the Children and Young People's Joint Commissioning Strategy 2019-22

We will:

- develop a robust, co-produced, joint commissioning action plan that identifies clear themes and actions to ensure that the key priorities can be achieved. This will include development of monitoring indicators and a process for early identification and the risk management process;
- support the delivery of other East Riding of Yorkshire joint health and care services' strategies. to ensure they are following the joint commissioning principles, adopting a partnership approach to improve health and care outcomes for children and young people;
- promote integration of commissioning functions across services for children and young people aged 0-25, avoiding duplication of services and delivering the best provision, closest to home where possible. (The right care or support at the right time, in the right place by the right people);
- support the refocusing of resources from costly, crisis, reactive services to the development of a range of proactive graduated services with an emphasis on preventative services;
- develop integrated and coherent joint commissioning and monitoring arrangements for education, health and care provision for children and young people aged 0-25 with SEND, in accordance with Special Educational Needs and Disability Code of Practice;
- develop integrated and coherent joint commissioning and monitoring arrangements for education, health and care provision for children and young people looked after;
- continue to influence and build on strong strategic alliances with existing and potential partners to maximise capacity and commission services that give the greatest impact and outcomes;
- support a co-production approach that ensures that learning and evidence informs future service design and delivery. This includes listening to what children and families have to say about what best helps them to prevent problems from occurring or escalating;
- understand, plan and implement all elements of personalisation for children and their families, including the provision of personal budgets where this is appropriate;
- develop robust forward planning, including preparing for adulthood, across children, young people and adult services, in respect of commissioned services and joint commissioning based on assessment of needs.

Indicators of success

The CYP Health and Wellbeing Group will be responsible for the creation and monitoring of the joint commissioning action plan which will include key performance indicators to ensure the achievement of the outcomes outlined in this strategy.

System strategy plan on a page

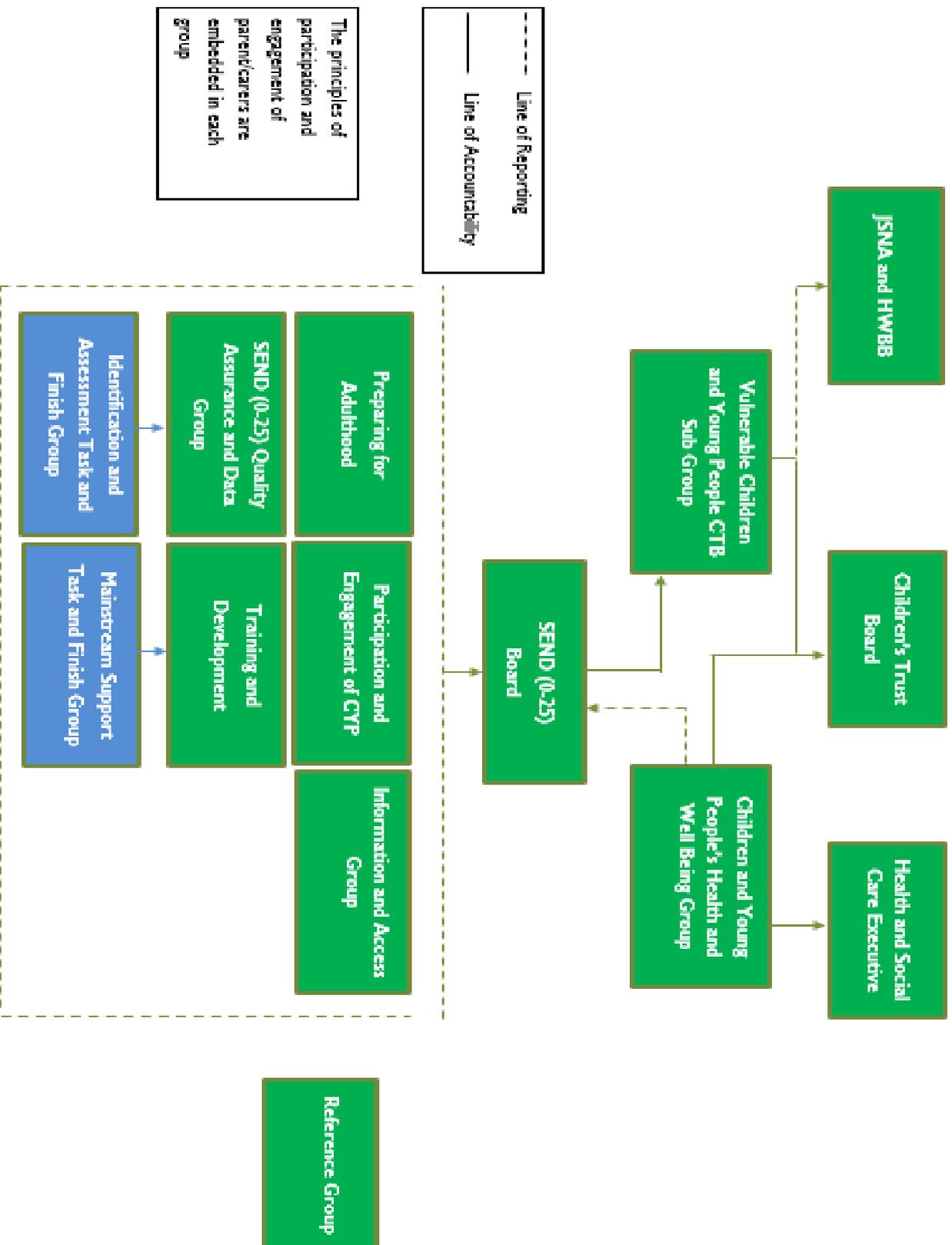
<p>Our Vision</p>	<p>Your East Riding ... where everyone matters</p> <p><u>Our ambition:</u> For all children and young people in East Riding to be happy, healthy, confident and safe. We will work in partnership to remove barriers to achievement and narrow the gap so that everyone can reach their potential.</p> <p>This will be done through a holistic view of health, care and wider public sector reform</p>		
<p>Our three priorities</p>	<p>To embed a holistic, integrated, transparent approach to service design and delivery, and to the allocation of resources or commissioning of specialist services across health, care, education and the wider public sector. This approach will be adopted to meet the needs of all the children and young people of the East Riding of Yorkshire, ensuring they receive the best possible start in life to enable them to go on to fulfil their full potential throughout their lives.</p>	<p>To support people with long term conditions to be independent and have control over the care they receive. This will be achieved through co-produced, jointly designed and commissioned pathways. This will enable flexibility and choice for children, young people and their parent, carers. Ensuring they can access the most appropriate graduated provision to meet the children's and young people's needs and ensure a smooth well supported transition into adulthood</p>	<p>To ensure that there is a sufficient level of appropriate services and provision, available within the East Riding of Yorkshire, for children and young people, including Children Looked After meet their needs effectively</p>
<p>Our Key Actions</p>	<p>Development of shared agreement. Commitment to the identification of roles, responsibilities and accountabilities prior to the creation and implementation of services and approaches</p>	<p>Create economies of scale combined with integrated delivery around individuals and families</p>	<p>Develop joint sufficiency strategies, wherever possible working together to target 'gaps in the market'</p>
	<p>Closing and preventing gaps in services and provision through the development of robust co-produced frameworks, plans and pathways.</p>	<p>Creating robust decommissioning processes that utilise evidence to assess and justify, where appropriate, the decommissioning of existing models of care that are shown to be of lesser value, quality or demand</p>	<p>Integrated strategic planning focused on cumulative impact and outcomes</p>
	<p>Joint action planning with a commitment to the implementation of child centred solutions e.g. assessments and therapies for complex conditions</p>	<p>Work with adult services to develop robust pathways and training for all partners in how best to support young people when they are transitioning into adulthood. This should include readiness for work, independent living and transitioning into adult services</p>	<p>Families and service users will be involved in the co-design, development, active-delivery and monitoring of services</p>
	<p>Developing and delivering an integrated early help offer for children and families with complex and SEND needs</p>	<p>Co-production of a Commissioning Communication Plan to ensure that the developing approach and priorities outlined in our Joint Commissioning Strategy are communicated effectively to all stakeholders</p>	<p>Deepening commissioning arrangements and stimulating new models of early intervention, prevention and provision</p>
	<p>Exploring and identifying the most appropriate funding models to ensure the most</p>	<p>Ensure the undertaking of needs and market analysis encompasses 0-25 and that</p>	<p>Develop a system that enables partners to be able to effectively</p>

	appropriate services can be commissioned in a timely fashion and that funding allocation is not a barrier to access.	these are used to inform commissioning and contracting priorities.	collect and share intelligence to inform future planning.
	Create co-produced, integrated monitoring processes and responding to performance across the system which results in shared understanding of impact of current services and the evidence for changes in the future.	Explore effective mechanisms for managing the Integrated commissioning function, e.g. a single manager with responsibility for managing commissioning and contracting within a single organisation or network.	Implementation of a whole system approach to commissioning decision-making including an understanding of impact and risks across sectors
Four cross-cutting themes			
Integrating services		Educational outcomes/maximising potential	
Intervening early		Supporting the most vulnerable ensuring they're safe	
Strategic Enablers	CYP Health and Wellbeing Group	Inclusion of a range of providers and partners including the police, fire service, VCS and Local Enterprise Partnerships (LEPs)	Availability of robust performance data across services demonstrating performance against outcomes.
	Skilled and motivated workforce	Robust shared performance reporting	Utilisation of joint budgets and non-financial resources
	Commissioning Frameworks	East Riding of Yorkshire Council and NHS EYCCG joint strategy documents	Strong partnership working and information sharing between
Key Performance Indicators	% of children and young people achieving their outcome set out in the EHCP/Care plans	Number of young people waiting for an assessment for more than 18 weeks (CAMHS)	Number of children and young people able to access their provision in East Riding
	Reduction in duplication of delivery of across services	Number of young people waiting for an intervention for more than 18 weeks (CAMHS)	% increase in the utilisation of preventative services and provision by children and young people
	Reduction in delays in accessing assessment services	% of young people and/or their families indicated a successful transition into adult provision and service	
	Reduction in inefficient spending on unnecessary or inappropriate provision	% of young adults able to live independently/semi independently.	% reduction in the utilisation of crisis services and provision by children and young people
How will progress be monitored?	The monitoring of progress against the strategic priorities will be through the performance indicators identified for each work stream through the co-production process. These actions will feed into the actions outlined in this strategy will be monitored and reported on through the Transforming Care Partnership action tracker and will take a risk management approach. Overall progress towards achieving the strategic priorities will fall under the responsibility of the CYP Health and Wellbeing Group.		

Risk Management

The monitoring of the actions outlined in this strategy will be undertaken through the Transforming Care Partnership action tracker and will take a risk management approach. Overall progress towards achieving the strategic priorities will fall under the responsibility of the CYP Health and Wellbeing Group.

Accountability, Governance and Leadership



Appendix 1

Appendix 2: Other Relevant Plans and Strategies

STRATEGY	TIME FRAME
Child Poverty Strategy: Supporting and Empowering Families to Transform Their Lives (2019 update currently in draft)	2014 - 2017
Children Looked After Strategy (2019 update currently in draft)	2014 - 2017
Early Intervention Strategy	2013 - 2018
East Riding Children and Young People's Strategic Plan	2017 – 2020
East Riding of Yorkshire Council's 0-25 Special Educational Needs and Disability (SEND) Strategy	2018 - 2021
East Riding of Yorkshire Strategy for children and young people with autism	2017 - 2020
Joint Health and Wellbeing Strategy	2019 - 2022
OTHER RELEVANT PLANS AND LEGISLATION	TIME FRAME
Building Brighter Futures - Children and Young People's Plan	2007 - 2020
Care Act	2014
Children and Families Act	2014
Future in Mind Transformation Plan	2018 - 2020
Health and Social Care Act	2012
Involving Parents and Carers with Commissioning and Service Development' Co-production Charter	2017
National Framework for Children and Young People's Continuing Care	2016
Special Educational Needs and Disability Code of Practice: 0-25 years.	2014
Strategic review of support, services and provision for children and young people with SEND in the East Riding	2017
Youth Justice Plan	2018 - 2019

Glossary

CAMHS	Children and Adolescence Mental Health Service
CCG	Clinical Commissioning Group
CLA	Children who are looked-after
Children's Trust Board	a partnership of organisations responsible for the delivery of services to children, young people and families
DfE	Department of Education
EHaSH	Early Help and Safeguarding Hub
EHCCO	Education Health and Care Commissioning Officer
EHCP	Education health and care plan
ERYC	East Riding of Yorkshire Council
EYCCG	East Yorkshire Clinical Commissioning Group
EYPCF	East Yorkshire Parent/Carer Forum
CYP Health and Wellbeing Group	Has a duty to encourage integrated commissioning between health, social care, and public health by bringing together representatives of these sectors. Has governance responsibilities for key strategies including the Children and Young People's Joint Commissioning Strategy 2019 - 2022
HCP	Health Care Plan
ISPHNS	Integrated Specialist Public Health Nursing Service
JSNA	Joint Strategic Needs Assessment
PLAC	Previously Looked-After-Children
SEN	Special Educational Needs
SEND	Special educational needs and/or disability
TYLER	The Young Leaders of East Riding