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TRAFFORD COUNCIL

AGENDA PAPERS MARKED 'TO FOLLOW' FOR EXECUTIVE

Date: Monday, 26 June 2017

Time: 6.30 p.m.

Place: Committee Room 2 and 3, Trafford Town Hall, Talbot Road, Stretford M32
0TH

AGENDA	PART I	Pages
4.	MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)	
	To consider two reports referred by the Council or by the Overview and Scrutiny Committees, along with the associated proposed responses by the Executive:	
	(b) EHCP - Executive Response	1 - 6
	(d) Joint Venture - Executive Response	To Follow
19.	URGENT BUSINESS (IF ANY)	7 - 12

Any other item or items which by reason of:-

- (a) Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Chairman of the meeting, with the agreement of the relevant Overview and Scrutiny Committee Chairman, is of the opinion should be considered at this meeting as a matter of urgency as it relates to a key decision; or
- (b) special circumstances (to be specified) the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

(i) Health and Social Care Integration Update

To consider a report of the Executive Member for Health and Wellbeing.

NOTE: The Leader has agreed that this item be considered as Urgent Business.

THERESA GRANT

Chief Executive

Membership of the Committee

Councillors S.B. Anstee (Chairman), A. Williams (Vice-Chairman), S.K. Anstee, Mrs. L. Evans, D. Hopps, J. Lamb, P. Myers, J.R. Reilly and M. Whetton.

Further Information

For help, advice and information about this meeting please contact:

Jo Maloney,

Tel: 0161 912 4298

Email: joseph.maloney@trafford.gov.uk

This agenda was issued on Tuesday 20th June 2017 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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TRAFFORD COUNCIL

Report to: Executive
Date: 26th June 2017
Report for: Decision
Report of: Executive Member for Children and Families

Report Title

Executive Response: Review of the Education, Health and Care Plan Process – Task and Finish Group

Summary

The purpose of this report is to respond to Overview and Scrutiny recommendations contained in the Scrutiny Committee Task & Finish Group Review Report dated 22nd March 2017

It is proposed that the Executive accepts the recommendations set out in the Report and notes the actions taken as detailed in sections 2 of the report.

Recommendation(s)

Recommendation 1 – That the Executive notes the EHCP Manager's team structure, including the additional administrative assistant positions.

Recommendation 2 – That the Executive supports the proposal regarding the continuation of a working relationship between the Council and Trafford Parents Forum..

Recommendation 3 – That the Executive supports the proposal to continue to provide applicants with as much information as possible at the start of the EHCP process, including information regarding the options available to them in relation to education (see section 8 of the report).

Recommendation 4 – That the Executive supports the proposal for the continued adoption of the SENCO Champions scheme to encourage good practice in schools.

Recommendation 5 – That the Executive supports the proposals to explore and identify amendments to the EHCP funding structure and that the authority to agree such amendments be delegated to the Corporate Director of Children, Families and Wellbeing..

Recommendation 6 – That the Executive notes the actions taken by the Council since completion of the review, as detailed in sections 2 of the report.

Contact person for access to background papers and further information:

Name: Jill Colbert
Extension: 1901

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Children and Families Act 2014. Implementation of the SEND Reforms.
Financial	Additional staffing costs have been fully costed and can be met from the current budget.
Legal Implications:	Not applicable.
Equality/Diversity Implications	The EHCP process supports children and young people with SEND.
Sustainability Implications	Not applicable.
Resource Implications e.g. Staffing / ICT / Assets	See Section 2.3 below.
Risk Management Implications	The number of children and young people with EHCPs continues to grow as the age group has expanded to 0 -25 years. The pool of experienced EHC Co-ordinators is small and it can be difficult to recruit quickly to vacant posts.
Health & Wellbeing Implications	The EHCP process and plan includes needs assessments from health and social care if appropriate; provision and support is planned to support meeting children and young people's outcomes from across education, health and care.
Health and Safety Implications	Not applicable.

1.0 Background

- 1.1 The Scrutiny Committee agreed to conduct a review of the Education, Health & Care Plan (EHCP) Service and process in 2015/16.
- 1.2 The Scrutiny Committee Task & Finish Group undertook a Review of the Education, Health & Care Plan Process ("The Review") and presented their findings and five recommendations in a Report dated 22nd March 2017.
- 1.3 Since the Review a number of actions have been taken which are entirely consistent with the Report recommendations.

2.0 Response to Recommendations

- 2.1 *Recommendation 1 – That the Executive notes the EHCP Manager's team structure , including the additional administrative assistant positions..*

Since completion of the Review, the four temporary posts within the Education, Health and Care (EHC) Team have been made permanent and all the EHC Co-ordinator posts have now been filled. The job description for the two Senior EHC Co-ordinators has been reviewed and the salary band has been increased from a Band 7 to a Band 8 role to reflect the higher level of skills, knowledge and experience required to carry a complex case load. One of the posts was on a fixed term basis but this has also been made permanent. Both these posts are currently vacant and the recruitment process is about to commence as is the recruitment process to recruit two additional Business Support Officers on a temporary basis.

2.2 *Recommendation 2 – That the Executive supports the proposal regarding the continuation of a working relationship between the Council and Trafford Parents Forum..*

Since completion of the Review, parent representation on the SEND Board has been secured. The Board provides strategic direction and leadership for monitoring and quality assuring the local areas effectiveness in identifying and meeting the needs of children and young people who have SEND. The Local Area SEND Ofsted Inspection 2017 Action Plan, monitored by the Board, has a number of actions that will promote a positive and rewarding relationship with the Forum. These include the development of a Co-Production Charter; a Co-Production event has been commissioned for 14th July at which there will be a number of young people, parents and representatives from education, social care, health and commissioning working together to develop a set of principles and actions.

Parent representatives also sit on the Communication and Engagement Group; this creates a mechanism for capturing all types of feedback and input into the local offer from families. This Group oversaw the redesign and relaunch of the Local Offer website in March 2017. This took into account the views and feedback collected from parents and young people over the year, for example through the Family Information Service Outreach team visiting support groups attended by SEND children and their families, the Trafford Parents Forum survey and working with groups of young people in Trafford Schools. A new SEND newsletter “the Link” has been launched with the support of the Forum and the second edition is due out w/c 19th June 2017.

Parents have co-produced some decisions about which short breaks services would be commissioned for September 2017. Outcomes of the services were jointly agreed. Decommissioning of some of the services was also agreed and a service specification has now been produced. The SEND mediation contract was commissioned with parents involved from design of the specification, through to the actual commissioning of the service.

There is also a named Trafford Parents Forum link to act as the first point of contact for Forum. This is the Early Years Manager and Local Offer lead.

2.3 *Recommendation 3 – That the Executive supports the proposal to continue to provide applicants with as much information as possible at the start of the EHCP process, including information regarding the options available to them in relation to education (see section 8 of the report).*

In the main schools make a referral for a needs assessment but can only do so with the parent’s consent, although parents can make a referral. The needs assessment identifies what additional support or type of educational provision is required in order to meet a child’s needs. As part of that assessment parents and children are asked for their views through a series of discussions, observations and assessments by the parents and also by the professionals involved.

Since completion of the Review, the letter sent to parents at the start of the process now contains information about what will happen, the name and contact details of the EHC Co-ordinator and also asks who else should provide information as part of the assessment. A number of guides are sent to the parent and these include:-

- Parent/Carer Contribution to an EHC Needs Assessment, one version is blank for the parent to complete and one is filled in as an example for parents

- Parent Guide to EHC Assessment Process
- Parent Guide – What to Expect and When
- Parent Guide What is an EHC Plan?

2.4 *Recommendation 4 – That the Executive supports the continued adoption of the SENCO Champions scheme to encourage good practice in schools.*

Since completion of the Review, SENCO's now sit on the Trafford Assessment Panel (TAP) which determines whether a needs assessment is required. The number of SENCOs attending TAP is consistently between 2 and 5. This is improving SENCOs knowledge and understanding of the EHCP process and the evidence required in order to make decisions about assessment and the assessment process itself.

There is a well-established programme of SENCO training including the National Award in SEN Co-ordination which is delivered in partnership by Trafford's SEN Advisory Service and MMU. The EHC Manager provides a workshop session at the termly SENCO Forums and has delivered bespoke training.

The Graduated Approach Guidance for working with children with special educational needs and disability in early years settings and mainstream schools published in October 2014 is being reviewed with a number of stakeholder including SENCOs and parents.

2.5 *Recommendation 5 – That the Executive supports the proposals to explore and identify amendments to the EHCP funding structure and that the authority to agree such amendments be delegated to the Corporate Director of Children, Families and Wellbeing.*

Since completion of the Review, to ensure that the service's budget is managed in the most efficient way possible, potential changes to increase the number of funding bands for pupils with an EHCP in mainstream provision have been discussed with the High Needs Block Funding Group, a sub-group of the Funding Forum. A further paper is being drafted to present to the Group setting out how the changes can be implemented.

It should be noted that the local area was inspected in between 30th January and 3rd February 2017 by Ofsted and the Care Quality Commission (CQ). The letter dated 17th March 2017 outlined the findings from the inspection, including some areas of strength and areas for further development.

3.0 Other Options

- 3.1 None. tThe Executive is required to respond Overview and Scrutiny recommendations contained in the Scrutiny Committee Task & Finish Group Review into the Education, Health & Care Plan (EHCP) Process in Trafford.

4.0 Consultation

- 4.1 None

5.0 Reasons for Recommendation

5.1 To respond to Scrutiny Committee Recommendations contained in the Scrutiny Committee Task & Finish Group Review into the Education, Health & Care Plan (EHCP) Process in Trafford Report dated 22nd March 2017.

Finance Officer Clearance (type in initials).....NB

Legal Officer Clearance (type in initials)...DA



CORPORATE DIRECTOR'S SIGNATURE (electronic)...

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

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TRAFFORD COUNCIL

Report to: Executive
Date: 26th June 2017
Report for: Discussion
Report of: Executive Member for Health and Wellbeing

Report Title

Health & Social Care Integration Update

Summary

This report sets out the partnership work to be undertaken by Trafford Council and Trafford CCG on the path to integration.

Recommendation(s)

- i) That the Executive notes the information regarding the approach to integration, including commencement of the initiatives detailed in the report.**

Contact person for access to background papers and further information:

Name: Ian Tomlinson
Extension: 1214

Implications:

Relationship to Policy Framework/Corporate Priorities	The Council is a signatory to the Greater Manchester devolution agreement which incorporates a requirement to deliver an integrated health and social care system by 2020.
Financial	As part of the integration work a robust and detailed cost benefit model is being developed and the savings contained in this model will be reflected in the CCG and Council medium financial plans.
Legal Implications:	As part of the integration work a robust approach to legal planning and risk is in progress.
Equality/Diversity Implications	None specific to note, outside of those described in the Trafford Locality Plan and Health and Wellbeing Board priorities.
Sustainability Implications	N/A
Resource Implications e.g. Staffing / ICT / Assets	None noted at this stage, to be determined as the project progresses further.
Risk Management Implications	To be completed as part of the due diligence.
Health & Wellbeing Implications	The overall benefit of integration to staff, residents, partners, and other stakeholders will be described in full all future reports.
Health and Safety Implications	None noted at this stage.

Introduction

Trafford is relatively affluent with a wide range of social assets, high educational attainment, relatively low crime rate, high proportion of good quality housing in many parts of the borough, relatively high employment and internationally recognised sporting infrastructure. Trafford's residents enjoy better than average health outcomes and life expectancy is high. However, there are still areas of the borough which are amongst the most deprived in England and have remained so in recent years

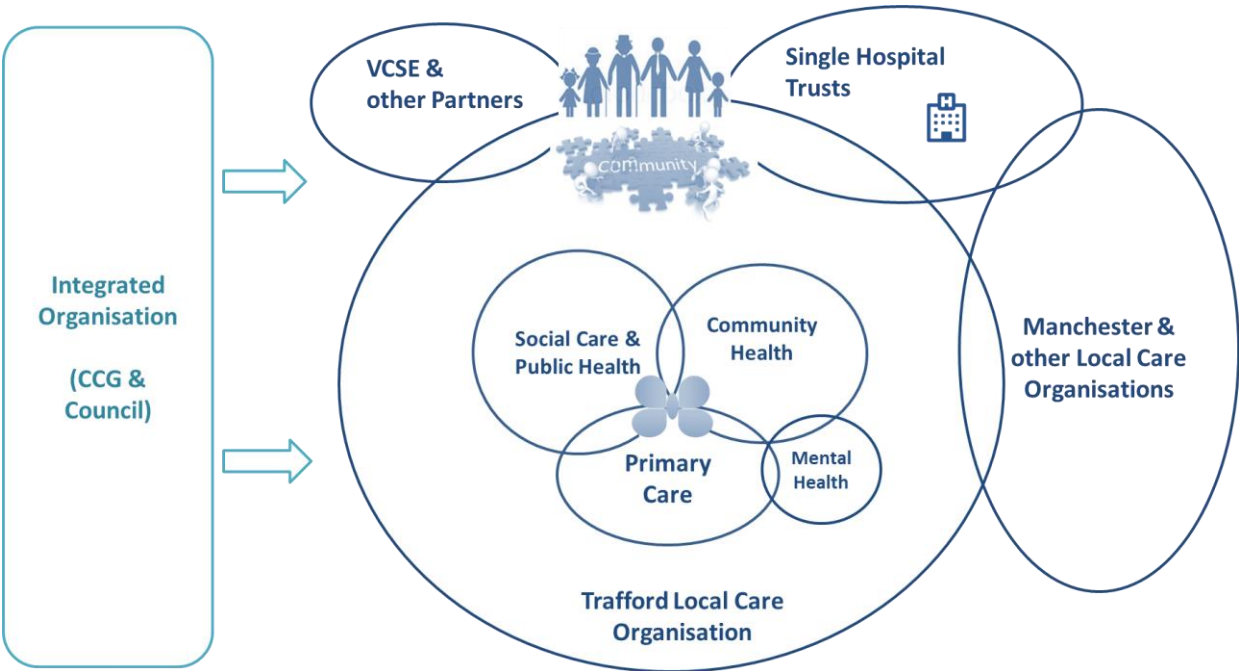
These poor outcomes lead to a position where, even though Trafford are in the top third of local authorities on our Index of Multiple Deprivation (i.e. less deprived) Trafford are in the bottom third on the health domain.

To close this gap, significant decisions need to be made to ensure we meet the health and social care needs of Trafford residents and we have already had to start taking them to reduce demand (particularly in high demand areas such as social care), or through pooling budgets to ensure the medium term financial sustainability of both organisations.

Trafford's 2020 Locality Plan was agreed in March 2016 and is focused on the need to develop a sustainable Health and Social Care Economy which will close our substantial financial gap.

The vision in the Locality Plan is: *"by health and social care working together we will improve the quality, range and access to services for the people of Trafford"*.

Over the last year, Trafford Council and the CCG have worked together to establish foundations to realise this vision. Trafford has identified several pivotal workstreams and agreed the outline of a new delivery model for health and social care services:



Integrated Organisation

An important workstream in this new approach is a new organisational model that moves the focus of demand activity away from specialist and acute provision to one of self and early help and prevention where people are at the heart of our approach.

This will require significant re-engineering of the public service system in Trafford, where currently, we spend the majority of our resources in the specialist and acute sector. This will require also require a fundamental change in behaviours and cultures of our workforce to move from prescribing and meeting need to an enabling way of working.

To enable this shift, Trafford Council and CCG need to come together as an integrated organisation supported by the establishment of a single commissioning function within this new arrangement. The table below describes how this will happen through a phased approach.

Stage 1 (Apr 17 - Oct 17)	Stage 2 (Nov 17 – Mar 18)
<ul style="list-style-type: none"> • Citizen and Staff Engagement • Establish Integrated Commissioning Function • Agree Joint Finance and Back Office Functions • Prospectus Launched 	<ul style="list-style-type: none"> • Citizen and Staff Consultation • Establish Single commissioning function • Establish Integrated back office functions • Establish an Integrated Single Organisation • Complete LCO Design

Stage 1 would move back office functions into single, joined up services, including finance functions, HR, IT, estates, legal, procurement etc. reporting to a single management team. It also establishes an Integrated Commissioning arrangement (inclusive for example of all community/out of hospital services, CHC, learning disability, children's services, public health, etc.) that reports to the Integrated Commissioning Board. The CCG AO accountability is maintained.

Stage 2 would further collapse existing CCG and Council functions into a single commissioning function. It mirrors other models developing across GM in that it absorbs the AO role into the Council Chief Executive Function. It would move the CCG statutory functions into a new Directorate with a single leadership which could incorporate the DCS and DAS statutory role, subject to an options appraisal being developed.

The governance will be driven through an Executive function comprised of CCG governors and Elected Members.

The new integrated commissioning function will focus on strategic commissioning across the borough based on the JSNA, national and local requirements.

The financial benefits from integration include a whole system view of financial costs which would enable efficiencies in the commissioning of services and ease tensions on both organisations budgets.

This will be delivered through the pooling of budgets between the Council and CCG and work can start quickly in some areas to establish these, for example for learning disability services.

Risk sharing arrangements will need to be established but this should be reasonably straightforward as there would be a single view of the relative financial health of each organisation. So ultimately, the pooling of budgets will maximise how the Trafford pound is spent.

Any proposed changes will be introduced in line with the recommendations from the Trafford Locality GM Commissioning Review, and our change and programme management approach is being developed to ensure a robust process is in place to manage the transition.

It is requested that the Executive support the intention to progress the integrated organisational model taking a phased approach as described herein. A more detailed plan will be presented to Executive with formal recommendations regarding the integration proposals in July.

Transformation Fund Bid

Officers from Trafford Council and CCG, in partnership with relevant stakeholders are developing our Transformation Fund bid for submission to the GM Health & Social Care Partnership. The intentions to progress an integrated organisation model and single commissioning arrangement are proposed therein. The draft bid will be submitted on 30 June and will be finalised as part of the Transformation Fund Oversight process during July and August. We hope to secure the funding in Autumn 2017.

Other Options

This approach is in line with the GM Health and Social Care Partnership priorities for system wide reform which promotes integration. By not integrating we would not realise the full system wide benefits outlined in the paper.

Consultation

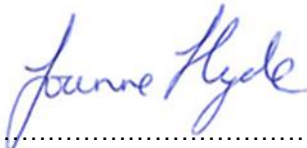
Consultation activities are being planned as part of the programme for the integration work

Recommendation

- i) That the Executive notes the information regarding the approach to integration, including commencement of the initiatives detailed in the report.**

Key Decision; No.

Finance Officer Clearance *(type in initials) NB*
Legal Officer Clearance *(type in initials) DA*



[CORPORATE] DIRECTOR'S SIGNATURE *(electronic)*.....

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

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