

Education, Children and Families Committee

10am, Thursday 11th September 2014

Commissioning Plan for Children and Families 2015-2020

Item number	7.10
Report number	
Executive/routine	Executive
Wards	All

Executive summary

The purpose of this report is to provide an update on the Commissioning Plan for Children and Families. The report provides information on the consultation process and the development of commissioning intentions for the next 5 years.

Links

Coalition pledges	P1 , P6 ,
Council outcomes	CO1-CO6 , CO10-CO12
Single Outcome Agreement	SO3

Commissioning Plan for Children and Families 2015-2020.

Recommendations

The Education, Children and Families Committee is requested to:

- 1.1 Note the contents of this report and the progress made in terms of the Commissioning Plan.
- 1.2 Agree to the ongoing commitment of the commissioning priorities identified in the Plan.
- 1.3 Agree to receive update Reports where appropriate in terms of further commissioning developments during the period covered by the plan (2015 - 2020), e.g. Integration with Health, Self Directed Support etc.
- 1.4 Acknowledge the collaborative approach in the development of this Plan through the extensive consultation process and the scrutiny of the Checkpoint Group made up of representatives from the Children's Partnership.
- 1.5 Refer the report to the Payments to Third Parties Elected Member's Working Group.

Background

- 2.1 The Council agreed a Commissioning Strategy for Care and Support Services (2011-2016). The strategy set out the principles the Council is to follow in its commissioning of care services across Children and Families, Health and Social Care and Services for Communities.
- 2.2 Children and Families subsequently consulted on, and produced, a commissioning plan which articulated the commissioning aspirations of the service as a whole. The Commissioning Plan for Children and Families was approved by Policy and Strategy Committee on 4th October 2011.
- 2.3 It was also agreed that further service specific plans were developed with the oversight of the process by of a Checkpoint group drawn from the Third Sector, Health and other interested parties.
- 2.4 The Commissioning Plan 2015-2020 reflects the next stage in this work and takes into account the changing context and priorities for services, in a climate of increasing financial pressures.

- 3.1 This five year plan sets out the strategic direction for commissioning services which – in line with the principles of Getting It Right For Every Child and the practice changes required to implement the Children and Young People (Scotland) Act 2014, aim to improve the wellbeing of all children, including those deemed to be in need or at risk from harm.
- 3.2 It is key that this plan is delivered in partnership with all providers of health, social care and support for children and young people, whether these be in the NHS, Council, voluntary sector or independent sector. It is only by working together that we can deliver the best outcomes for children and young people within the challenging financial and demographic context that we face.
- 3.3 The plan reflects our commitment to support current strategic outcomes in the Integrated Plan for Children and Young People:
- Outcome 1. Our children have the best start in life, are able to make and sustain relationships and are ready to succeed.
- Outcome 2. Our children and young people are successful learners, confident individuals and responsible citizens making positive contribution to their communities.
- Outcome 3. Our children at risk or with a disability have improved life chances.
- Outcome 4. Our children and young people are physically and emotionally well.
- Outcome 5. Our children are safe from harm or fear of harm, and do not harm others within their communities.
- Outcome 6. Our children and young people's outcomes are not undermined by poverty and inequality.
- 3.4 Whilst the chapters within the plan reflect specific service areas it is must also be recognised that there are many overlaps and that we should not think simply in 'service silos'. Each chapter within the plan documents what we currently intend to commission.
- 3.5 The chapter headings are as follows;
- Early Years services
 - Children in Need & their Families (including Young Carers) services
 - Looked After, Accommodated & Through Care services
 - Children's Disability services
 - Alcohol and Drug services (joint plan with the Edinburgh Alcohol and Drugs Partnership)
 - Youth Work services

Legislative Context

3.6 Our aim is to ensure that all services we commission help us to achieve the Council's and the Edinburgh Children's Partnership's outcomes for children and young people in Edinburgh. There is however a raft of legislation, national policies and guidance as well as local policy and guidance that will help shape the services commissioned. The Procurement Reform (Scotland) Act 2014 and the Public Sector: Directive 2014/24/EU will require changes to commissioning and tendering practices. The detail will be the subject of Scottish Government Regulations and statutory guidance and will be consulted upon prior to introduction expected in late 2015.

Measures of success

4.1 The measures of success will be evidenced through regular review and monitoring of services including the achievement of agreed outcomes.

Financial impact

5.1 The Commissioning Plan outlines the priorities for investment in services delivered by the third sector and will support the council in achieving best value at a time of financial restraint.

Risk, policy, compliance and governance impact

6.1 The risk of not engaging with services users, parents/carers and other stakeholders effectively is primarily that the views of those who use services would not be taken into account in shaping developments and that commissioning would be of poorer quality as a result.

6.2 The Commissioning Plan will be reviewed on a regular basis to ensure that it complies with related legislative and other changes.

Equalities impact

Equalities is fully embedded in our approach to the commissioning plan:

- 7.1 Equality Risk assessments are undertaken as part of a commissioning process and any service redesign or tender for services.
- 7.2 We consider therefore that the impact of our commissioning activities is positive.

Sustainability impact

- 8.1 There are no adverse impacts arising from this report. The third sector also brings considerable investment to the city.

Consultation and engagement

- 9.1 The Commissioning plan referred to in this report makes note of, and reflects on our Children and Families approach to consultation and engagement.

Background reading/external references

- [Commissioning Strategy for Care and Support Services – Consultation Feedback and Council Response Policy and Strategy Committee Report 14 June 2011](#)
- [Commissioning Strategy for Care and Support Services Policy and Strategy Committee Report 9 August 2011](#)
- [Commissioning Plan for Children and Families – Consultation Feedback and Council Response Education, Children and Families Committee Report 13 September 2011](#)
- [Commissioning Plan for Children and Families Policy and Strategy Committee Report 4 October 2011](#)
- [Commissioning Plan for Children and Families Education, Children and Families Report 31 January 2012](#)

Gillian Tee

Director of Children and Families

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Coalition pledges	<p>P1 – Increase support for vulnerable children, including help for families so that fewer go into care</p> <p>P6 - Establish city-wide co-operatives for affordable childcare for working parents</p> <p>P12 - Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes</p> <p>P36 - Develop improved partnership working across the Capital and with the voluntary sector to build on the “Total Craigroyston” model</p>
Council outcomes	<p>CO1 – Our children have the best start in life, are able to make and sustain relationships and are ready to succeed.</p> <p>CO2 – Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities.</p> <p>CO3 – Our children and young people at risk, or with a disability, have improved life chances</p> <p>CO4 – Our children and young people are physically and emotionally healthy.</p> <p>CO5 – Our children and young people are safe from harm or fear of harm, and do not harm others within their communities</p> <p>CO6 – Our children’s and young people’s outcomes are not undermined by poverty and inequality</p> <p>CO10 - Improved health and reduced inequalities</p> <p>CO11 - Preventative and personalised support in place</p> <p>CO12 - Edinburgh’s carers are supported</p> <p>CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives</p>
Single Outcome Agreement	<p>SO3 – Edinburgh's children and young people enjoy their childhood and fulfil their potential</p>

Appendices

1. Commissioning Plan for Children and Families (2015-2020)
2. Summary Report of Consultation Responses

Commissioning Plan for Children and Families

2015-2020



Contents

- Director's Foreword
- Checkpoint Group
- The Background to this plan
- Framework for Commissioning Services
- Legislative context
- Self Directed Support
- Chapter 1 Early Years' services
- Chapter 2 Children in Need and families (including Young Carers) services
- Chapter 3 Looked After, Accommodated and Through Care services
- Chapter 4 Children's Disability services
- Chapter 5 Alcohol and Drug services (joint plan with the Edinburgh Alcohol and Drugs Partnership)
- Chapter 6 Youth Work services
- Appendix 1 Legislative Context
- Appendix 2 Commissioning Cycle
- Appendix 3 Jargon Buster
- Appendix 4 Equalities Statement

Director's Foreword

Welcome to the Commissioning Plan for Children and Families Services. In this Plan we show how services will be guided and shaped by our Children's Partnership strategic objectives and by the Council-wide Commissioning Strategy for Care and Support Services. It explains our commissioning objectives as we move forward in developing our services for the next 5 years.

This document should be read alongside the overarching citywide Commissioning Strategy for Care and Support 2011 – 2016, and its nine principles also contained in the Commissioning Plan for Children and Families 2011-16.

We are determined to place the needs of children, young people and their families at the heart of our services. We want all of our children and young people to enjoy being young and achieve their potential. We believe that children do best when:

- they are able to live safely, happily and in good health within their families with the right kind of support, as needed;
- they attend first class, inclusive schools which meet their needs;
- they are raised within caring, supportive communities with access to a range of support and activities;
- they can play a full part within their communities.

We are committed to delivering the highest level of service for every child and across Edinburgh; however we are also operating in the most challenging environment for local authority finances. Commissioning and delivering the same services is no longer an option and we are therefore working to redesign services and use our resources more efficiently to improve outcomes for all Edinburgh's children and young people. Essential to achieving this are the services which we commission and deliver in partnership. This commitment reflects the Council's Coalition pledges. In addition we will need to address the challenge of integrating children's services with our partners in NHS Lothian.

We would like to thank all our partners who have contributed to the drafting of this plan through the consultation process we held last year. This plan may now be written but in many ways the work to achieve the changes we aspire to starts now. We look forward to continuing to working in partnership with all those that share our ambition to achieve the very best outcomes for children, young people and families in Edinburgh.

Gillian Tee

Director of Children and Families

Checkpoint Group

A Checkpoint Group for Children and Families, was established with Children's Partnership colleagues from the Voluntary Sector and NHS Lothian, and has been meeting and contributing to the process of developing service specific plans and subsequently this five year plan.

The remit of the Group included:

- engagement and communications
- awareness of the key stages in the plan
- considering options on the commissioning approach
- contact point for future evaluation of the commissioning plan
- To give a Partnership view on the process.

The Background to this Plan

The commissioning of care services is an important and complex task and in 2010 the Council agreed an overarching, citywide Commissioning Strategy for Care and Support services (2011 – 2016). This strategy sets out the principles the council will follow in its commissioning activities across Health and Social Care, Services for Communities and Children and Families. It also requires service areas to set out their own commissioning intentions.

Children and Families firstly consulted on, and produced, a commissioning plan which articulated the commissioning aspirations of the service area as a whole (Commissioning Plan for Children and Families 2011-16). Seven service-specific plans/approaches were produced and made available for consultation. This document now reflects the aspirations contained in those plans, taking account of feedback from the consultation and the changing context for services, including increased financial pressures.

It sets out the strategic direction for commissioning services which – in line with the principles of [Getting It Right For Every Child](#) and the practice changes required to implement the Children and Young People (Scotland) Act 2014, aims to improve the wellbeing of all children, including those deemed to be in need or at risk from harm.

It is key that the delivery of this plan is supported by partnership working across all providers of health, social care and support services for children and young people, whether these be in the NHS, Council, voluntary sector or independent sector. It is only by working together that we can deliver the best outcomes for children and young people within the challenging financial and demographic context that we face.

The plan reflects our commitment to support the delivery of the priorities identified in the [Integrated Plan for Children and Young People](#) under the following strategic outcomes:

- Outcome 1. Our children have the best start in life, are able to make and sustain relationships and are ready to succeed.
- Outcome 2. Our children and young people are successful learners, confident individuals and responsible citizens making positive contribution to their communities.
- Outcome 3. Our children in need or with a disability have improved life chances.
- Outcome 4. Our children and young people are physically and emotionally well.
- Outcome 5. Our children are safe from harm or fear of harm, and do not harm others within their communities.
- Outcome 6. Our children and young people's outcomes are not undermined by poverty and inequality.

In addition, Children and Families is working through the Early Years Change Fund to address the Balance of Care agenda and shift resources to increased preventative and early intervention activity by;

1. Strengthening universal early years' services especially for vulnerable children and families.
2. Reduce the need for children to become looked after
3. Improving support for children looked after at home to reduce the need for children to become looked after
4. Increasing foster placements and strengthening kinship care and continuing to increase permanence through adoption

Whilst the chapters within this plan reflect specific service areas it is recognised that there are many overlaps and that we should avoid thinking in 'service silos' and also take account of activity which is already taking place to address identified priorities. Each chapter documents what we intend to commission under the following headings;

- Early Years' services
- Children in Need and their families (including Young Carers) services
- Looked After, Accommodated and Through Care services
- Children's Disability services
- Alcohol and Drug services (joint plan with the Edinburgh Alcohol and Drugs Partnership)
- Youth Work services

The specified commissioning intentions need to be seen in the context of the financial pressures placed on the Council and the approaches that are being taken to achieve greater efficiency and making savings. The Better Outcomes Leaner Delivery (BOLD) initiative is a cornerstone of this approach which will impact on our commissioning intentions and activities as its workstreams develop and recommendations for change are agreed and implemented.

Framework for commissioning services

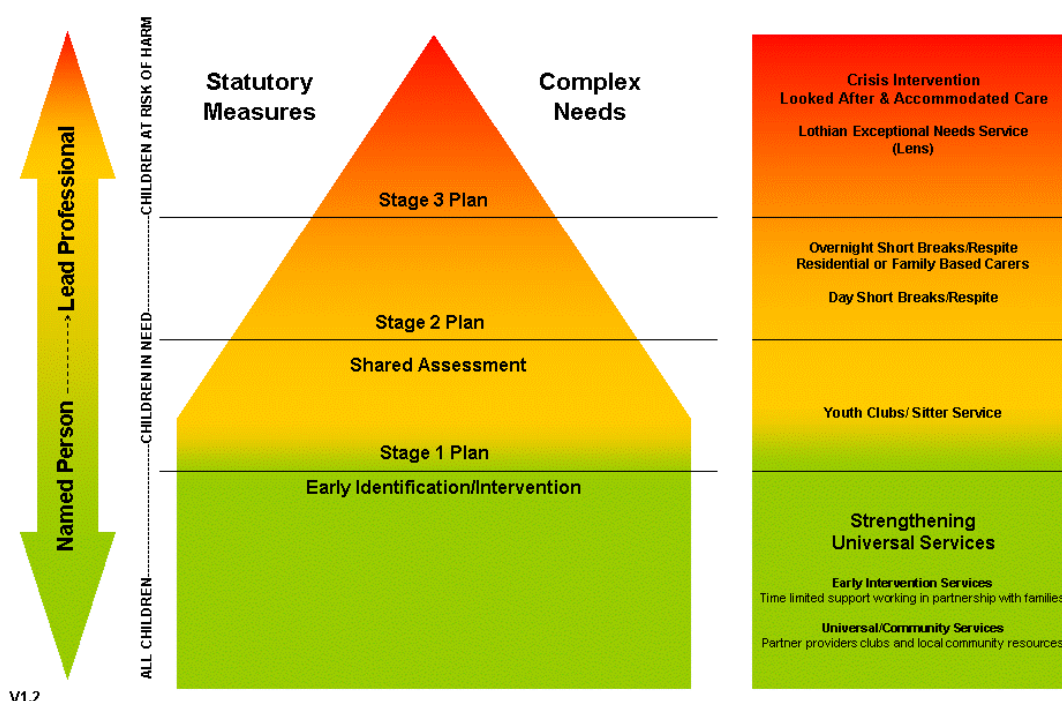
The framework for in-house and commissioned services is the Children's Services Delivery Model for Edinburgh (see diagram 1). This model sets out how services respond to needs of children and young people under the joint working arrangements required by Getting It Right for Every Child (GIRFEC)

We want to reduce the amount that we *need* to spend on crisis situations and complex problems by improving things earlier. Our aim is to reinvest in more protective and strengthening activities across universal services and at the earliest identification of difficulty or concern and keep children safe.

As public sector budgets continue to be reduced, we will work to redesign our children and families services so that we:

- shift the balance of resources from high end service provision to high quality, consistent early intervention approaches, so that through time, fewer children and young people need to be accommodated and looked after
- ensure we make best use of our resources so that we provide better value and quality

Children's Services Delivery Model



Legislative Context

Our aim is to ensure that all services we commission help us to achieve the Council's and the Edinburgh Children's Partnership's outcomes for children and young people in Edinburgh. Additionally legislation, statutory requirements and national policies (as well as local policy and guidance) will help inform and shape the services commissioned. We have included in Appendix 1 a list of key Acts, policies and guidance (not exhaustive) that impact on the service areas covered by the chapters within this plan.

Self-Directed Support

An Overview

The Scottish Government's vision for the future delivery of social care support is set out in 'Self-directed Support a National Strategy for Scotland' published in 2010 and the Social Care (Self-directed Support) (Scotland) Act 2013 which came into effect on 1 April 2014. Draft regulations and statutory guidance relating to the Act were the subject of public consultation during the summer of 2013. The Council's response to the consultation was approved by Corporate Policy and Strategy Committee on the 6th of August 2013. The Scottish Government published final guidance in January 2014.

The Social Care (Self-directed Support) (Scotland) Act 2013 places a number of duties on local authorities. The main duties are set out below:

- i. To have regard to the following principles when carrying out its duties:
 - Children, young people and families must have as much involvement as they wish in both the assessment of their needs, and the provision of any support to meet these needs
 - Children, young people and their families must be provided with any assistance that is reasonably required to enable them to express their views about the options available to them, and make an informed choice about these options
 - Local authority employees and representatives must collaborate with the individual in relation to the assessment of their needs and provision of support to meet them

- Local authority employees and representatives must take reasonable steps to facilitate the principles that a person's dignity and right to participate in community life are respected.
- ii. To offer children, young people and families eligible for social care support a choice of four mechanisms, referred to as the four options of self-directed support, through which their care and support needs can be met which meet agreed needs and outcomes.
 - Option 1 – a direct payment – the money available to meet the child/young person's needs is transferred to them in order for them to purchase and manage their own care
 - Option 2 – the child/young person requiring support chooses the way in which their support will be provided and asks the Council or a third party to arrange it on their behalf
 - Option 3 – the council chooses and arranges the support
 - Option 4 – the child/young person's needs and outcomes are met through a mix of the above options

Regardless of the option chosen, plans for the use of available resources must be agreed by the Council.

- iii. To provide a child/young person, and their family who will be offered the four options of self-directed support an estimate of how much the Council thinks it will cost to meet their needs (indicative budget); this is the amount available to them and their social worker, or whoever is supporting them, to plan how their needs will be met and will achieve agreed outcomes.
- iv. To facilitate the development of a diverse market with a variety of suppliers offering a wide range of services for families

The Council must implement the new legislation for all new referrals and all reviews of existing service users taking place after 1st April 2014. Existing service users will be advised of their rights under the self-directed support legislation, as part of the ongoing review process. It is envisaged that all existing service users will have been transferred to one of the four options of self-directed support within a period of three years from the implementation of the Social Care (Self-directed Support) (Scotland) Act 2013.

Early Years' services

Context

This chapter sets out the priorities and processes that will be used to commission services for children with an entitlement to early learning and childcare, as well as for services to support parents including those who are in work or training.

This approach reflects the intentions of the City of Edinburgh Council which will involve partnership working from organisations across:

- NHS Lothian
- Voluntary Sector
- Independent Sector

Early years and childcare is a developing and growing service area. The priorities are determined by the statutory duties expressed in the Children and Young People (Scotland) Act 2014, and associated guidance. It is anticipated that requirements in this area will continue to develop and therefore require the Council to review and modify its priorities.

Provision includes universal early learning and childcare, support for children with additional support needs including those with disability within a universal context where possible, early intervention, intensive parenting support, and out of school care provision.

Strategic alignment

The key strategies that define our priorities in relation to the allocation of resources, to achieve the outcomes as stated below, have been identified in Appendix 1.

Outcomes

Commissioned services for the delivery of early learning and childcare services to support parents help us to deliver our statutory duties and achieve our Strategic Outcomes. It is expected that services will work collaboratively and with principles to realise the Council's ambitions to becoming a cooperative council.

The City of Edinburgh Council has seven overarching strategic outcomes with our service area focusing on:

SO1: Our children have the best start in life, are able to make and sustain relationships and are ready to succeed

We want to ensure that services

- provide for the needs and aspirations of all children and their families at the crucial early stages of development, including pre-birth and

- work to aims that are consistent with those reflected in Edinburgh's Early Years Strategy and Action Plan.

SO6: Our children's and young people's outcomes are not undermined by poverty and inequality

Working in partnership with colleagues in Economic Development we intend that services, including out of school care services

- provide flexibility to realise the Council's pledge to develop 'affordable childcare', taking account of the needs of working parents, particularly those in the lowest income households.

Care Groups

Care Group 1: Children entitled to a minimum number of early learning and childcare hours

What do we want to achieve:

- **quality early learning childcare experiences for all children who have the entitlement as defined by the Scottish Government**
- **quality experiences that allow children to achieve their potential and reach their developmental milestones.**

The Council has a duty to provide and commission provision of a minimum number of early learning and childcare hours for children within the 0-5 years age range. The current duty requires the Council to provide access for all children aged 3 and 4 years of age, as well as for children aged 2 years old in particular circumstances. It is anticipated that this duty will change and that more children may be covered by the duty.

Currently this duty for 3 and 4 year olds is achieved through direct provision within the council, and partnership arrangements with providers in the private and third sectors. Rather than this being organised through a procurement process, it is achieved through contractual arrangements that are reviewed on an annual basis to reflect the changing requirements. It is not anticipated that this arrangement will change.

The partnership arrangements ensure provision in areas where it is not possible for the Council to make direct provision, and allows flexibility for parents who require the provision to support their working arrangements.

The agreements will determine the number of hours a child would expect to access, the quality standards required of providers and also the support available from the Council to providers to ensure that quality is sustained and developed in accordance with the expectations of Care Inspectorate and Education Scotland.

Modifications to agreements will also be made as a consequence of regular consultation with parents and will also reflect the increased knowledge gained by research (e.g. [Growing Up in Scotland](#)). In addition, learning from the [Early Years Collaborative](#) on the effect of particular quality measures on the longer term outcomes for children will also be used.

As the increase in demand for places becomes apparent due to demographic changes in the city or an expansion of entitlement, arrangements with some partners will be renegotiated and extended to ensure that the Council is able to fulfil its duties. This will ensure that appropriate levels and quality of provision for children and their families is achieved.

Care Group 2: Children who access Wraparound and Out of School Care

What do we want to achieve?

- **Quality learning and play experiences in integrated early learning and childcare provision for children aged 0 -5 years, minimising the number of transitions between settings for very young children.**
- **Quality experiences that contribute to the health and wellbeing of primary aged children and provide opportunities for wider achievement.**
- **Arrangements that support families to access work and training opportunities, particularly those in low income households.**

A coproduction approach in partnership with Economic Development and existing providers has been developed to progress the current grant allocation to a commissioning process to provide subsidised childcare more equitably across the city. The aim is to reduce childcare costs for those families in lowest income households who experience barriers to training or employment and ensure quality provision for nursery and school aged children regardless of where they might live.

It is expected that those services commissioned will make use of collaborative approaches to ensure increased use of resources for direct service for families.

Resources will be used to commission services to provide support and build capacity to ensure that children with additional developmental needs can access universal partner provider and out of school care provision.

Out of School Care is delivered through a mixed economy of provision with the voluntary and independent sectors. The Council is required to consult with parents and publish its plans in relation to deliver this service. It will be expected that the providers commissioned to deliver these services or supported by the provision of accommodation will engage with the Council as partners in this consultation process.

The affordability issues pertaining to this area of service will be addressed as we are doing with affordable childcare services.

The commissioning approach will take account of the particular needs of the voluntary sector providers of this service, supporting collaborative and cooperative approaches to encourage mutual support, best use of resources, sharing best practice and supporting quality.

Care Group 3: Parents and carers who require additional support in their parenting role

What do we want to achieve?

- **Provision of appropriate and timely support to parents and carers to help them develop the skills needed to provide a nurturing and stimulating home environment and bring up healthy, confident children**
- **Integrated support for parents and carers to support effective Child Planning**

Currently, services are commissioned from the voluntary sector to provide early learning and childcare experiences for children aged 0-3 years, particularly in areas of the city where this cannot be provided by the Council. These include the provision of parenting support, including the delivery of parenting programmes that have been specified in Edinburgh's strategy to support parents and carers (Getting it Right for Edinburgh's Parents and Carers, Our Strategic Approach 2014 – 2017). The strategy will shape the focus of commissioned services which will be prioritised according to local and city wide need. Individual need will be established making best use of existing universal (e.g. 27/30 month health visitor checks) processes and also more targeted approaches through child planning meetings.

Children in Need & Their Families (including Young Carers) services

Context

The statutory definition of a child 'in need' from Section 93(4)(a) of the Children (Scotland) Act 1995 is described below:

'A child being "in need" is related to his/her being in need of care and attention because:

- (a) s/he is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development unless they are provided for him, under or by virtue of this part, services by a local authority
- (b) his/ her health or development is likely significantly to be impaired, or further impaired, unless such services are so provided
- (c) s/he is disabled
- (d) s/he is affected adversely by the disability of any other person in his family'

Quantifying the spend on services for children and young people in need and services that strengthen support to families is not straightforward as they are often an integral part of broader services provided by the Council and partner agencies. The split between Council, NHS and externally provided services is difficult to measure as these service areas are often not defined as specific family support services and the resource or activity might be integral to, or a bi-product of, the work being done with an individual child or young person.

Resources to meet the needs of these children and their families are planned and delivered through a range of existing strategies and in a number of different service areas and this will continue to be the case. Some are also the subject of specific actions within the [CEC 2014-15 Service Plan for Children and Families](#) and the Early Years Change Fund delivery plan. In addition, a number of the care groups are identified in other chapters of this Commissioning Plan. These links are referenced below

Care Groups

- Children who are at risk of coming into care (Early Years Change Fund)
- Those who have under 80% attendance at school (SO2: Service Plan)
- Those at risk of exclusion from school (SO2: Service Plan)
- Children whose circumstances give rise to concerns through the Child Planning process (Additional Support Access Point)
- Children with a disability (Chapter 4, Commissioning Plan)
- Children with additional support needs (ASN Improvement Plan)
- Some children and young people who were previously looked after (Looked After Strategy: Chapter 3, Commissioning Plan)

- Children looked after and accommodated and children looked after at home (Corporate Parenting Plan)
- Children who are or are at risk of offending (Youth Offending Strategy)
- Children who live in homes where substance misuse is problematic (Alcohol and Drugs Strategy: also linked to Chapter 5)
- Children affected by homelessness or poverty (S06 – Service Plan)
- Children affected by domestic abuse (Domestic Abuse Strategy)
- Young Carers (Joint Carers Strategy)

Information from the commissioning consultation, ongoing evidence collection about levels of need, negative impact on children’s outcomes and the recently completed Children Affected by Parental Substance Misuse Needs Analysis, the Strategic Oversight Group of the Edinburgh Children’s Partnership (tasked with addressing Strategic Outcome 3 – “Our children in need, or with a disability, have improved life chances”) has agreed to focus on planning and commissioning services in the following **four** areas in the first instance:

Care Group 1 – Children who live in homes where substance misuse is problematic

Care Group 2 - Children affected by homelessness or poverty

Care Group 3 - Children affected by domestic abuse

Care Group 4 - Young Carers

Outcomes

Our aim in each of the above areas is to develop responses which keep children safe at the earliest identification of difficulty or concern and invest in more protective and strengthening activities wherever possible.

Our approach to work in this area is to put in place services which meet the identified needs of the individual child or young person and also to provide support, guidance and practical help to parents and carers of children in need to manage the challenges of their role.

We want to redesign children and families’ services to ensure that children in these care groups have the same outcomes as all children (as articulated in [Children’s Partnership Integrated Plan for Children and Young People](#)) whilst at the same time:

- delivering our statutory duties
- strengthening and improving family capacity.
- shifting the balance of resources from high end service provision to high quality, consistent early intervention approaches, so that through time, fewer children and young people need to be looked after and accommodated

- consistently make best use of our resources so that we provide better value and quality

Care Group 1 - Children and young people who live in homes where substance misuse is problematic

We know that we have more work to do understand the extent and wider impacts of children living in these circumstances but already know that it is one of the most significant issues the city is facing. Better information and data collection about adults with problematic substance use living in households where there are children will assist us in this work. We will continue to work closely with adult treatment services – in line with the [Edinburgh Alcohol and Drug Partnership's Children, Young People and Families Action Plan](#) and chapter 5 of this commissioning plan. This will ensure that programmes of care and support for adults include actions which promote information sharing and minimise the negative impact of substance use on children and young people

What do we want to achieve?

- Appropriate provision addressing the identified areas of greatest need (building on the CAPSM - Children Affected by Parental Substance Misuse - Needs Assessment)
- The needs of children affected by parental alcohol and drug use are identified and addressed through effective [Child Planning](#)
- Recovery services for adults with children provide parenting support or advice at the first point of contact
- Increased numbers of families accessing support services

Commissioning Intentions

We will commission consistent, systematic and systemic responses to parents and carers whose use of alcohol or drugs is negatively impacting on their children's wellbeing and development. To *Get it right for every child* we know that we also need to get it right for families and communities. Specifically, we will invest in resources which:

- Ensure intervention is timely and proportionate when it is required
- Identify strengths and use these as levers for change
- Build capacity and reduce the need for statutory intervention where possible
- Promote responsible behaviour and decrease the incidence of irresponsible behaviour by family members.

- Focus on specific actions to target well-defined problems and understand how these problems fit with their systemic context.
- Target and intervene in sequences of behaviour, within the family and/or its surrounding systems, which have contributed to the identified problems.
- Bring about positive and sustainable behavioural change by intervening in ways which require daily or weekly actions from family members in order to meet the needs of children and young people

Care Group 2 - Children affected by homelessness or poverty

Homelessness has a huge impact on children and young people as well as on the health and wellbeing of their parent(s) or carer(s). We will work closely with colleagues in Services for Communities, NHS Lothian and the third sector to build on learning from tests of change within the [Early Years Collaborative](#) and develop more effective communication and intervention at the earliest stage when homelessness becomes a threat or a reality.

What do we want to achieve?

- Improved collaborative working and multi-agency support and advice to avoid families becoming homeless in the first instance
- Speedier assessment of needs when families with very young children present as homeless
- Reduction in families re-presenting as homeless

Commissioning Intentions

As funding permits, we will seek to invest in work which addresses the above areas and which can demonstrate success in activities which meet the identified priorities.

Care Group 3 - Children affected by domestic abuse

The effects of domestic abuse on children's physical and emotional development and wellbeing are multiple and well documented. Domestic violence has received increasing attention in Scottish policy and legislation, through criminalisation of abusive behaviour and the provision of civil measures to protect victims, and the development of broad frameworks for action in the field.

Alongside this activity, the number of domestic abuse incidents coming to the attention of the police has increased by 50% over 10 years, rising from 36,000 recorded incidents in 2000 to just under 52,000 in 2010 (Scottish Government, 2010).

In Edinburgh we will evaluate the levels of support and intervention available to victims of domestic abuse and identify gaps in services and provision. We will do this by working closely with colleagues in Services for Communities, Health & Social Care and third sector partners.

What do we want to achieve?

- The development of coherent responses to children and young people affected by domestic violence and abuse
- Earlier recognition of situations where domestic violence might be impacting on the social, emotional and physical development of a child
- Improved information sharing and joint planning to reduce the long term negative impacts of domestic violence

Commissioning Intentions

We want to:

- improve data collection on adults and children who are registered homeless or are in temporary accommodation due to domestic abuse and work to put in place timely and proportionate responses
- analyse the pathways and outcomes from the positive identification of domestic abuse during routine enquiry and further develop service responses as a result
- develop tools which address current knowledge or confidence gaps and support Named Persons when they are working with children affected by domestic abuse to develop more appropriate responses

Care Group 4 – Young Carers

The decision to include young carers within the Children in Need commissioning chapter is recognition that a young person with significant caring responsibilities is a child in need. The support that we wish to provide for that young person is to enable their full personal and social development and mitigate against any harm that these caring responsibilities might cause.

The [Edinburgh Joint Carers' Strategy](#) was approved by the Council in May 2014 and this includes a number of priorities that help address some of the issues raised above. It will be important to take forward any developments in the light of the personalisation agenda

What do we want to achieve?

- The identification of, and support to' those children and young people with caring responsibilities in order to work with them and their families effectively to reduce or mitigate negative impacts.

- to ensure the provision and accessibility of good quality information and advice and access to support and respite provision where appropriate.
- to meet the specific needs of young adult carers

Commissioning Intentions

We want to:

- Improve identification of young carers (including self-identification) by working in schools and other settings to raise awareness and increase the capacity to respond effectively
- Ensure that young carers have accessible and up to date information
- Develop systems and resources to offer young carers help at the right time including financial planning, benefits advice and career advice

Chapter 3

Looked After and Accommodated and Throughcare & Aftercare Services

Context

This commissioning approach is for looked after and accommodated children and young people and throughcare and aftercare service users, service providers, service managers, and those who commission and procure services. It is also for those who have Corporate Parenting duties to Looked After and Accommodated Children (including those looked after at home).

Councils have a legal duty to look after children who are placed in their care (Looked After Children - LAC) either through a voluntary agreement with parents or a compulsory legal order. These children are amongst the most vulnerable members of our communities and many have complex needs.

For some children and young people it is not possible for them to live safely, happily and in good health within their families even with support. For these children and young people, they may need to be looked after and accommodated (Looked After and Accommodated Children) and /or use Throughcare & Aftercare services.

The number of LAC increased from 1,228 in 2007 to 1,395 in 2012, an increase of 14% or an average of 33 children a year and this increased to 1,410 by March 2013. The cost of this increase is £1.8m each year, a total increase of £10.7m since 2007.

The growth in LAC has been primarily accommodated within fostering with an increase in placements from 386 in 2007 to 601 in 2013, an increase of 56%. This trend of increasing numbers of LAC and corresponding increase in purchased fostering is reflected at a national level.

The Scottish Government, in seeing this trend across Scotland, set up the Early Years Change Fund encouraging each authority to identify funding for a minimum of 3 years from 2012/13. This was to implement preventative initiatives designed to reduce the continued growth in LAC and shift investment from expensive intervention measures such as purchased fostering, residential care and secure care to early years, pre-school and early intervention support for families that reduce the need for accommodation and improve outcomes for children and young people (especially those looked after at home).

In response to this the Council developed a transformation programme to change the balance of care for LAC to take effect from April 2013 and targets were set to March 2018. The targets reflect the objectives of the Early Years Change Fund to shift investment from expensive care arrangements to early intervention whilst improving the outcomes for LAC. This includes strengthening universal early years services and providing more support to families to support their children at home.

Strategic alignment

The Council has been embedding the principles of Getting It Right for Every Child (GIRFEC) in its operations over a number of years and this may be having an impact on the number of children needing to be Looked After.

The key strategies that define our priorities in relation to allocation of resources to achieve the outcomes below have been identified in Appendix 1.

Outcomes

Commissioned services for all looked after children (including those looked after at home), and through care and aftercare services, help us achieve and to deliver our statutory duties and our outcomes. Specifically we want:

- Looked after children to benefit from services designed to meet their emotional, mental and physical health needs
- Looked after children to be supported to become confident individuals and successful learners
- Looked after children to be supported to develop into successful and responsible adults
- Looked after children to be supported through the transition into a positive destination
- Good quality accommodation provided for all looked after children and;
- Care leavers to have access to safe affordable housing.

Ultimately, we want to decrease the numbers of children who are looked after and accommodated by 'getting it right for every child'.

Trends For Looked After Children And The Changing Balance Of Care

The 15 year trend shows more children and young people are being Looked After. In the period 2000-2013 there was a 34% increase with this being 3% between 2011 and 2013 and 0% over the last reporting year (2013/14).

At the same time, proportionally more children are being looked after and accommodated either by friends or relatives (i.e. kinship care) or by foster carers than those being looked after at home with their parents.

In 2013, 60% of Edinburgh's looked after population was under twelve, and 59% for Scotland.

There continues to be a significant increase in the number of children under five who are becoming looked after and accommodated, especially babies under one, including those accommodated at birth. In the period 2003-2013 the proportion of children under five increased from 25% to 39% and for those under one from 6% to 16%.

For those children aged 12+ and Looked After and Accommodated in May 2009, 1 in 3 were in residential care with the ratio being 1 in 6 in May 2014.

Despite targets to reduce the purchase placements from independent fostering providers, the pressure on the in-house service as a result of the increase in children needing to be Looked After and Accommodated has meant more children and young people have been placed in third sector placements. However, early data for 2013/14 has shown that the numbers being placed in independent foster care has slightly decreased.

Service Pressures

Analysis shows a number of pressures for Looked After and Accommodated and Throughcare, Aftercare services arising from the growth and complexity of need for this group of children. These are identified as:

- The increasing numbers of children needing to be accommodated
- The capacity of in-house foster carers
- The need to increase the numbers of carers and diversity of placement offered including placements for children with disabilities
- The growing costs of purchasing externally, both for foster care and residential school provision.
- The increasing numbers of children requiring adoption/ permanence
- The need to reduce the number of children and young people being placed in residential care
- The need to reduce the number of young people being placed in secure care
- The increasing entitlement for Throughcare and Aftercare services (forthcoming duties under Children and Young People Act 2014)
- The increasing requirement for completed pathway plans

In response to these pressures the the transformation programme suggests the following key measures of success (when compared to the position at March 2013):

- The target is for annual growth in total LAC to be reduced by 33% from 2013/14 to 2017/18
- That there is no net growth in foster placements from 2013/14 to 2017/18
- The number of foster placements with the City of Edinburgh Council's own carers' increases by 25 a year from 2013/14 to 2017/18

- The number of foster placements purchased from independent providers reduces by 25 a year from 2013/14 to 2017/18
- The number of residential placements reduces by 27% by 2017/18
- The number of LAC placed with kinship carers increases to 24% by 2017/18
- The number of LAC placed for adoption increases by 5 in 2013/14 and by 10 a year from 2014/15 to 2017/18
- The number of secure placements reduces by 50% by 2015/16
- The proportion of children Looked After at home increases to 29% of the total LAC population by 2017/18

Care Groups

The following section considers the range of Looked After and Accommodated and Throughcare and Aftercare services and considers what we want to achieve through our approach to commissioning.

The services are:

- Fostering services
- Kinship Care services
- Adoption & Permanence services
- Children's Rights & Advocacy services
- Residential Care service
- Secure Care Service
- Close Support Care Service
- Throughcare & Aftercare Service

There has been a rapid development of commissioning and procurement approaches locally, as well as on a national level with the development of National Contracts for Secure Care, Foster Care and Residential Care, by the procurement organisation Scotland Excel. The Council has been involved in the reference groups for all of these contracts.

The Council regularly consults local authorities north and south of the border regarding models of good practice and business model approaches. Sharing practice with other Councils and adopting a good business model, such as the framework agreement, produces more than just financial benefits to the Council. Outcomes for children should improve and robust contract monitoring also produces efficiencies and ensures quality remains high.

Fostering

Children and young people from Edinburgh should be cared for in their own communities and supported to maintain purposeful relationships with family and friends, schools and local services to ensure they have networks that assist in the transition to adult and family life. Currently, City of Edinburgh purchases approximately 44% of its foster care placements from independent and voluntary sector providers. Frequently, these placements are out with the City boundary.

Providing more choice within our own provision, rather than purchasing foster care or residential school placements also provides best value and releases substantial resources that could be used to provide more intensive support services ensuring families can receive the right help, at the right time

What we want to achieve

- Change the current balance of provision by increasing the proportion of in-house provided placements and reducing purchased placements. This will help us to meet the growing demand for fostering placements with reducing budgets
- We plan to increase the number of City of Edinburgh Council foster carers, respite and day carers to provide more family-based care opportunities within the child's community for those who cannot live with their own family for a limited period of time or on a permanent basis.
- The need for partnership provision for foster care placements from the voluntary and independent providers will persist. To further increase the effective use of our resources we will encourage more providers to join the framework agreement and review this approach to manage external costs.
- We will also create further opportunities to benefit from national developments and other local authorities initiatives to achieve better value in for the services we purchase.
- We want to place children assessed in need of permanent care as timeously as possible in carefully matched placements. To do this we need to expand our capacity to attract and support adopters, kinship carers and permanent foster carers.

Adoption

What we want to achieve

- Currently, the Council purchases a proportion of its adoption placements and support from independent and voluntary sector providers. There will continue to be the need for partnership provision in this respect but we want to continue to increase our own capacity to offer high quality, supported adoptive placements.

- Placing children for adoption improves life chances for vulnerable children by providing them with a permanent family setting. Adoption is a desirable outcome for some children and it is the Council's aim to find more adopters to match with children where it has been decided adoption is in their best interest.
- Currently the Council provides a post adoption support service to adopters. This service is offered to adopters by the Council both by its own internal service as well as through a contract commissioned with a voluntary sector provider.
- It is important this service is available to adopters as the needs of children placed for adoption can be complex and at times difficult to manage. Offering post adoption support is a priority for the Council but it is also important to the Council that the support being offered is beneficial to adopters.
- As well as placements and post adoption support for adopters the Council also commissions services for adults who have been adopted or Looked After and Accommodated by the Council. The provider supports people to access information to records as well as some support with issues related to being adopted/ looked after and accommodated. This service is commissioned from a voluntary sector provider. The Council wishes to develop this service and ensure that the provision is reaching those who require it when it is required.

Kinship Care – Assessments & Support Service

What we want to achieve

- There is a commitment to improve support to kinship carers of Looked After children in order to increase the proportion of Looked After children living away from home who are in a kinship placement.
- By increasing the numbers of kinship carers and the support available to kinship carers more children can live within their wider family when their own parents are not able to care for them.
- The majority of assessments of kinship placements for Edinburgh's looked after children are undertaken by independent social workers contracted by the Kinship Assessment Team. This will continue to be the case in the current budgetary climate.
- Some assessments are also undertaken by the new Kinship Support Service. This service began in September 2014 and primarily offers kinship carers support, post assessment.
- There are growing numbers of kinship carers and for some placements there may be a requirement for support beyond an initial assessment – as periodic crises occur. It may be that time limited work with individuals, couples, family groups or indeed the child may make a crucial difference over a few months or time limited period. In some situations family group meetings, co-

ordination of supports, or a specific aspect of reassessment and related intervention may be what's needed to prevent breakdown of placement and the need for public care. As well as the internal service for kinship support the Council now also commissions a kinship support service from a voluntary provider. This pilot service will be reviewed in the autumn of 2014.

Residential Care/ Close Support

The Council will continue to need residential care services for some young people and there will continue to be the need for partnership provision in this respect. There are particular groups of children and young people, who have specific or complex needs, and residential care services with appropriately trained staff must be available to meet these needs.

The location, design and work of residential services should aim to support continuity of children's key relationships with family, friends, professionals, school and community, except when this is contrary to the child's interests.

The contribution of residential staff in family and community assessment, joint work and post-placement support is important and should be extended. However, the benefit for many young people would be being supported in their local community or in a family type setting either foster care or kinship care.

What we want to achieve

- We want to improve the quality of residential and secure care offered to young people in Edinburgh. Currently all residential units have a care inspectorate grade of good or better and we want to continue to better these grades and improve quality.
- We aim to reduce the numbers of children in residential placements as well as a reduction in the requirement to place children in independent schools, through early intervention and family support and revised secondary schooling support. Care and education being provided in Edinburgh enables links with local community and family to be maintained.

Secure Care

A National Contract was introduced in June 2011. Although Edinburgh was not formally part of the tendering process for this, it is expected that all external placements made by Edinburgh are governed by the National Contracts terms & conditions and service specification. This also applies to placements made in Edinburgh by other authorities.

There are a particular group of young people, who may have complex needs, and as a last resort require to be placed in secure care, because they are deemed to be a danger to themselves or others.

What we want to achieve

- It is our intention to reduce the use of secure care for young people and provide alternative services including intensive support packages enabling young people to remain in the community.

Through Care & After Care (Tcac) Services

What we want to achieve

- Supporting young people once they move on from care is one of the priorities included in the *Children and Families Service Plan 2014-2017*. The Council plans to continue providing a TcAc service as well as making the continued investment in the commissioned service. The benefits to providing these services are that young people are better prepared for independence and that they are reaching positive destinations.
- As at August 2012, the overall number of young people eligible for either Throughcare or Aftercare was 656. The number of young people eligible for a service and recorded as actually receiving a TcAc service (either allocated cases or accessing duty services) was 418. Due to the impending changes in legislation to continue to support young people from their 21st to 26th birthday there will be an increase in young people eligible for TcAc services.
- Young people previously looked after or accommodated often do not want to engage with TcAc services when their statutory involvement ends. Sometimes this is because they do not want anything more to do with social work. Sometimes, however, their lack of engagement is a positive choice – they feel they have been sufficiently helped and are able to cope independently or with their existing community based support systems.
- Other young people, often those most in need of support, live chaotic lives and/or have poor mental health which makes it harder for them to engage with supports in any consistent way. They may try to go it alone but at the moment TcAc is available to them up to their 21st birthday and they can engage or re-engage at any point up till then. From April 2015 the new Children and Young People's Act will mean that there should be a service available to them until age 25
- There are a number of strategies that TcAc services currently employ to try to offer support to these most hard to engage young people.

Children's Rights and Advocacy Services

What we want to achieve

- The promotion of Children's Rights and the provision of advocacy services for looked after children is currently delivered jointly between the Council's Children's Rights Office and in partnership with a voluntary sector agency. Developments nationally, in the understanding of promoting rights and the emergence of advocacy service provision have contributed to the need to review this service. A document proposing future options is currently open for consultation and it is anticipated that a plan for future development could be implemented later in 2014.
- Separate to this, the Council also commissions an advocacy worker from a voluntary sector provider; the main focus of this post is work with children and young people who are on the child protection register – advocating on their behalf and at times attending child protection case conferences when appropriate.

Children's Disability services

Context

This chapter sets out the priorities and processes that will be used to commission services for children and young people with a disability and their families in Edinburgh.

It is an approach that reflects the intentions of the City of Edinburgh Council which will involve partnership working from organisations across;

- NHS Lothian
- Voluntary Sector
- Independent Sector

Provision includes early intervention, short day, residential respite, community based, intensive parenting support and universal services for those who have a child with a disability.

Strategic alignment

The key strategies that define our priorities in relation to the allocation of resources, to achieve the outcomes as stated below, have been identified in Appendix 1:

Outcomes

Commissioned services for children with a disability help us to deliver our statutory duties and achieve our Strategic Outcomes. The City of Edinburgh Council has seven overarching strategic outcomes with our service area focussing on:

SO3: Our children and young people in need, or with a disability, have improved life chances.

Specifically we want to ensure children and young people with a disability and their families are supported. This is done by working in partnership with children and their families with the aims of:

- Reducing the impact of the child's disability on their day to day lives and by supporting them to enjoy their childhood and achieve their potential.

- Building capacity and resilience by offering a range of services from early support and behavioural strategies to day and residential short breaks.

Care Groups

The experience of the Children and Families Disability Practice Team and feedback from ongoing stakeholder consultations has led to the identification of 2 main care groups within this plan. Services will be commissioned directly for these groups which are:

Care Group 1: Children and young people with a disability

Care Group 2: Parents, carers and siblings affected by a child's disability

Care Group 1: Children and young people with a disability

The Social Care (Self-directed Support) (Scotland) Act 2013 will have a significant impact on services both for children and young people with a disability but also those described as being "in need".

What do we want to achieve?

We will become more flexible and responsive to the individual needs of the child, who we assess as being eligible for Self-directed Support (SDS). We will do this by maintaining positive relationships with our providers, who we will support to work in an outcomes focussed way to ensure they support the child or young person to meet their agreed outcomes. These outcomes are based upon the wellbeing indicators as established within Getting It Right For Every Child.

We have identified the following seven areas as priorities for action through both the recent external [Children's Services Inspection](#) and through our regular performance monitoring. Work to achieve these improvements will take place alongside work to improve on all of our outcomes. The seven particular areas requiring a focus are:

- To improve support in early years so that all children reach appropriate developmental and social milestones
- To improve and extend help and early support for children in need, and their families, so they get the help they need before difficulties get worse
- To improve the educational attainment of the lowest achieving pupils

- To improve life chances for Looked after Children
- To improve health outcomes for children, with a specific focus on promoting healthy lifestyles and reducing risk-taking behaviours
- To reduce the risk of children and young people causing harm to themselves and to others
- To increase the number of young people who enter and sustain positive destinations

Commissioning intentions:-

Services will be commissioned in a way which complements the need for us to undertake an assessment and to understand levels of assessed need. However, we must also bear in mind the impact of SDS on a family and child's right to choose services and resources which best meet their agreed outcomes.

To support families in choosing the most appropriate service, the Council has developed a directory, [Edinburgh Choices](#), which acts as a database of all the activities, services, clubs and organisations within Edinburgh. This information could hold information at both locality and central level and will include both mainstream opportunities and specialist providers with experience and knowledge of disability. This is an ongoing development and will be updated by providers on a regular basis;

Care Group 2: Parents, carers and siblings affected by a child's disability

At present The City of Edinburgh Council works in partnership with NHS Lothian to offer five evidence based parenting programmes which parents of a disabled child can access.

What do we want to achieve?

- The development of a service that offers specialised individual and/or group parenting support, focussing on disability. This is because mainstream provision can have a limited value to these families due to the specialist, complex needs of their children.
- The development of information/awareness sessions for parents/carers to support parents to develop early intervention strategies, thereby maintaining young people within their families and communities. A consultation undertaken in March 2014 by the Disability Strategy Team found 63% of parents wanted to access a parenting programme on issues such as: behaviour, toileting, self-esteem (for their child) and sleep.

- Improved information over the long term for parents/carers/siblings that is available during significant milestones for the young person with disabilities. This is intended to reduce anxieties that parents/carers/siblings may face.
- The availability of a consistent named person that parents and carers can access to discuss concerns/anxieties etc with. (This would be different from the GIRFEC named person)

Responding to the Self Directed Support legislation

Both of the care groups identified above will become more fluid as children, young people and their families choose which supports they want to meet their agreed outcomes. This might not be a specific service, as an SDS budget can be spent on equipment, a family holiday or membership to a leisure club, for example.

We will continue to look at ways to gather accurate reliable data to forecast service needs. Further, we will look at ways to gather accurate data regarding unmet need, the way in which information is recorded, monitored and shared needs to be improved. This information will be used to inform future service provision to meet unmet need.

Future commissioning requires a more flexible approach to meet the ever changing needs and demands of young people, their families or carers. Commissioning processes still need to operate within the Analyse, Plan, Do, Review model in collaboration with, for example, other service areas within the council, as well as continuing to work and listen closely to young people, their families or carers and providers.

The way in which contracts are currently drawn up and costed will require to be reviewed and refreshed to assist families to make a judgement about a service, how it meets the assessed needs and agreed outcomes of the child/young person and cost implications of purchasing it.

In addition we will need to look at supporting risk enablement, workforce development and capacity building within the context of Self Directed Support

Joint Commissioning Plan for Children, Young People and Families: Alcohol and Drugs

Context

This chapter sets out the priorities and processes that will be used to commission alcohol and drugs services for children, young people and families in Edinburgh.

It is a partnership Commissioning approach that reflects the joint intentions of:

- City of Edinburgh Council Children and Families
- NHS Lothian
- Lothian and Borders Police

The approach has been developed through Edinburgh Alcohol and Drug Partnership (EADP).

Services include the provision of education and preventative work, support services for those affected by another family member's substance misuse and treatment and recovery services for children and young people who use drugs and/or alcohol themselves.

Strategic alignment

The key strategies that define our priorities in relation to allocation of resources to achieve the outcomes in 3 below have been identified in Appendix 1:

Outcomes

We intend to be a city which promotes a healthy and responsible attitude to alcohol and where recovery from problem alcohol and drug use is a reality.

The [Children, Young People and Families Plan](#) sets out the following High Level Outcome

- Children, young people and families' health and wellbeing is not damaged by alcohol and drugs.

This is supported by the following three outcomes:

- The impact of parental alcohol and drug use on children and young people is reduced.
- Fewer children and young people use drugs: children and young people choosing to drink alcohol start later in life and take fewer risks.
- More children and young people receive appropriate and timely support for problem alcohol and drug use.

Care Groups

An analysis of local strategies has led to the identification of three care groups within this plan. Services will be commissioned directly for these groups which are:

Care Group 1: All Children, young people and their parents / carers

Care Group 2: Children affected by parental alcohol / drug misuse

Care Group 3: Children and young people misusing alcohol and drugs.

The Children's Services Delivery Model (diagram 1) sets out a framework for how the needs of children are identified and how services respond to risk of harm. Services will be commissioned in a way that complements this model.

Care Group 1: All Children, Young People and their Parents / Carers

This section sets out how we will develop preventative services across the city so that less children young people and families are damaged by alcohol and drug use.

The majority of children and young people in Scotland will not try illegal drugs or drink alcohol regularly. For those that do the majority will not go on to develop alcohol or drug problems. This section of the plan sets out the EADP's approach to preventing children and young people from developing problems around alcohol and drug use and reducing the harm associated with such use.

What do we want to achieve?

The EADP Children, Young People and Families Action Plan sets out the following key priority:-

Fewer children and young people use drugs: children and young people choosing to drink alcohol start later in life and take fewer risks.

This is supported by the following five short to medium term outcomes:-

1. All children, young people, parents and carers understand the risks of alcohol and drug use
2. Parents & carers are confident to address alcohol and drug use with their children
3. Professionals and volunteers working with children and young people are better trained to address and prevent alcohol and drug problems.
4. More children, young people and their families know where to get help with alcohol and drug issues and problems
5. Service planners know where the areas of greatest need are and the size and nature of the problems in these areas

Current arrangements for preventative Services

The prevention of alcohol and drug use amongst children and young people cannot be seen in isolation. For instance the most effective activities to prevent alcohol and drug use will be activities that support the overall health and well being of children, young people and families. These may or may not be drug/alcohol specific activities but may focus on relationships, school achievement, healthy lifestyles, effective decision making amongst other areas.

This section summarises existing arrangements and services that are specific to alcohol and drug prevention and are additional to core activities of existing services.

Drug/alcohol prevention services are provided in a number of universal settings across the city and are available to all children, young people and their parents. Settings include:

- School based settings
- Youth and community settings
- Services used by parents
- Targeted settings (those services targeted at more “at risk” groups of young people)

Commissioning intentions:-

We will commission services that support the delivery of prevention in universal settings in line with Curriculum for Excellence, the Children and Families Risk-Taking Behaviours Policy and the accepted evidence base.

We will explore ways of better supporting communities and more targeted service groups to develop preventative responses to alcohol and drug use amongst children and young people through flexible allocation of resource to meet local need.

Care Group 2: Children Affected by Parental Alcohol/Drug Misuse

This section sets out how we will support children affected by parental alcohol and drug use across the city so that less children, young people and families are damaged by alcohol and drug use.

Current best estimates indicate that nationally 40-60,000 children may be affected by parental drug misuse. The Hidden Harm Report (2003) identifies that positive treatment and recovery outcomes for parents are likely to result in positive outcomes for the child. However this requires services considering the needs of children as a part of the parent's recovery journey. There needs to be a clear link between services for parents and services for children so that a model of care is developed that responds to the needs of families.

As a result the principles around supporting people to achieve a sustained recovery from problem alcohol and drug use as set out in the Commissioning Plan: Commissioning for Recovery 2012-2015 need to support the outcomes in this section of the plan and vice versa.

A needs assessment relating to services to support children affected by parental substance misuse (CAPSM) has been completed. The recommendations from this have informed, and will continue, to inform the commissioning of services.

What do we want to achieve?

The EADP Children, Young People and Families Action Plan sets out the following key priority:-

The impact of parental alcohol and drug use on children and young people is reduced.

This is supported by the following short to medium term outcomes:

- Areas of greatest need are identified
- Alcohol and drug services know how to address sexual health and other associated risks with service users
- Recovery services for adults with children provide parenting support or advice. (This will require adult treatment services to take an approach which considers the needs of family members, particularly children, when supporting people on their recovery journey)
- More families access support services
- Services working with children affected by parental substance misuse will support parents to access recovery services
- The needs of children affected by parental alcohol and drug use are addressed

Commissioning intentions:-

We will better understand the needs of children affected by parental alcohol and drug use and commission services that:

- Meet the specific needs of children as young carers for parents with problematic use and / or in recovery
- Address the needs of families at times of crisis so that children can continue to live safely at home.
- Facilitate access to mainstream services for children and families

We will continue to commission a specialist service for women who are pregnant and drug using and do not engage in alcohol and drug services or other mainstream services.

We will ensure that there are clear expectations for adult services in terms of:

- addressing sexual health and reproductive needs of their clients / patients
- Supporting clients who are parents to effectively parent their children
- identifying the needs of children

Care Group 3: Children and Young People Misusing Alcohol and Drugs

Background

In 2011 EADP commissioned a Needs Assessment to look at the needs of children and young people who misuse alcohol and drugs. This report identifies gaps in provision for young people who are starting to use alcohol and drugs regularly as well as those who are engaged in problematic use. Consequently EADP see this as an area for development.

What do we want to achieve?

The EADP Children, Young People and Families Action Plan sets out the following key priority:-

More children and young people receive appropriate and timely support for problem alcohol and drug use.

This is supported by the following four short and medium term outcomes:-

- Treatment and support services are available where and when they are needed.
- More children and young people with problematic alcohol or drug use access treatment and support services.
- Skilled and confident adults support young people to address problematic alcohol and drug use.
- Co-ordinated service provision meets the needs of young people and their parents / carers.

Commissioning intentions:-

We will develop a clear pathway through mainstream services and commission specialist services where needed to meet the needs of children with problematic alcohol and drug use; this will include the needs of their parents and carers. Services will be provided in local communities and will be linked to existing community services where appropriate. In particular, it is recognised that services engaging with potentially vulnerable young people, such as homelessness and housing services, should have a clear pathway into substance misuse services where appropriate.

We will pilot an approach to engage hard to reach young people into treatment and other support services e.g. housing and mental health provision.

Workforce development

A number of activities to support the implementation of this commissioning plan rely on the development of the existing workforce. We recognise that the responsibility for workforce development sits with employing agencies.

As a result we will commission training programmes where the rapid development of the workforce is integral to the implementation of this commissioning plan.

These programmes will be developed in partnership with those services which are to be trained.

Securing the Delivery of Services

Within this commissioning plan we intend to use both grant and contract arrangements to secure delivery of the services required. Service specifications will be drawn up that will show close tie in with the outcomes to be delivered.

The views of service users will be sought and taken in to account when reviewing and developing services for children, young people and families.

The EADP and Children and Families currently work closely with Lloyds TSB Foundation, commenting on applications submitted by voluntary organisations for Partnership Drugs Initiative funding. The EADP will continue to support applications that are made to the Partnership Drugs Initiative and other funding sources where the outcomes fit in with those of the ADP and Children and Families, but will clearly state that this does not mean match funding will be available for such bids. Applicants will therefore be made aware that match funding needs to be found elsewhere.

Youth Work services

Context

This chapter sets out the priorities and processes that will be used to commission youth work services which will include children and young people in the age range 5-25yrs in Edinburgh. In this chapter 'Young People' represents children and young people (5-25yrs).

The approach intends to strengthen current partnership working and increase joint service delivery whilst improving outcomes for young people.

Services include the provision of community based learning opportunities both universal and targeted that make a positive impact on the lives of the children & young people and the communities that they live in.

Youth work Services are delivered using the following types of engagement:

- Open Youth Work – This is open to any child or young person and is usually age specific. Programmes generally take place in a building, during term time and/or school holidays.
- Streetwork (Detached/Outreach) – This is a non building based youth work service. Youth workers engage with children and young people in a predetermined geographical area working with them in the streets.
- Targeted – This provision is open only to a particular section of the community or to particular individuals through a referral process.
- Schools – work undertaken in schools at whole year level or smaller groups, 16+ coordinating groups, early intervention, signposting to other community based services, positive destinations.
- 1 to 1 work undertaken with individual young people.
- Accredited Learning is work with children and young people that leads to a nationally recognised award e.g. Youth Achievement, Duke of Edinburgh, JASS, Saltire etc.

Young people may be engaged in more than one service.

Strategic alignment

All youth work in the city aligns to the National Youth Work Strategy and the seven Strategic Outcomes as agreed by Edinburgh Partnership.

Outcomes

Commissioned Services for Young People help us provide fluid, joined up and appropriate services that meet the changing needs of our young people.

The Key Edinburgh Partnership outcomes this commissioning approach will contribute to are:

Outcome 2. Our children and young people are successful learners, confident individuals and responsible citizens making positive contribution to their communities

Outcome 6. Our children and young people's outcomes are not undermined by poverty and inequality.

Commissioned work with young people will be underpinned by the following three aims:

- Reduce the impact of poverty and inequality on the day to day lives of our young people by; providing universal and targeted provision that directs resources to specific areas of need and groups of young people.
- Increase our young people's capacity, resilience, attainment and achievement by offering a range of Youth Work Services that are responsive, pertinent, engaging and seamless in their delivery.
- Increase opportunities for young people to influence and develop services and their delivery.

What do we want to achieve

- Best use of our resources ensuring that their allocation is a good fit in terms of identified need both at citywide and community level.
- We have the correct balance of universal and targeted provision which will vary dependant on the needs of geographic and thematic young people communities.
- A flexible, responsive, joined up approach to youth service delivery.
- Improved outcomes for our young people.

Legislative Context

Key Acts, policies and guidance that impact on the service areas covered by the chapters within this plan (Please note this list is not exhaustive)

National Legislation

- Children (Scotland) Act 1995
- The Adoption and Children's (Scotland) Act 2007
- The Looked After Children (Scotland) Regulations 2009
- The Fostering of Children (Scotland) Regulations 1996
- Protection of Children (Scotland) Act 2003
- Regulation of Care (Scotland) Act 2001
- Children (Leaving Care) Act 2000
- Pre Birth to Three National Guidance 2010
- Additional Support for Learning Act 2005, as amended
- Children and Young People (Scotland) Act 2014

National Policy & Guidance

- More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or Training in Scotland
- Road to Recovery: A New Approach to Tackling Scotland's Drug Problem (2008)
- Changing Scotland's Relationship with Alcohol: A Framework for Action (2009)
- 'Our ambitions for improving the life chances of young people in Scotland' National Youth Work Strategy 2014-19

Local Policy

- Children and Young People's Integrated Plan 2012-2015
- Children and Families Service Plan 2013-2016
- City of Edinburgh Council Children and Families Risk Taking Behaviour Policy 2012
- Curriculum for Excellence
- Getting It Right For Every Child
- Corporate Parenting Plan 2012
- EADP Strategy: A Framework for Partnership Action 2011-2014
- EADP Commissioning Plan: Commissioning for Recovery 2012 - 2015
- EADP Children, Young People and Families (CYPF) Action Plan (2011-14)
- Getting it Right for Edinburgh's Parents and Carers, Our Strategic Approach 2014 – 2017

Commissioning Planning Cycle: Analyse, Plan, Do, Review

- 1 The approach adopted for commissioning services is based on the 'analyse, plan, do and review cycle', illustrated in diagram 1.
- 2 This means that strategic commissioning is based on an analysis of local users' needs, and understanding of the costs and capacity of providers in the local area to deliver required services. The process involves users and carers in the planning, provision and monitoring of services. It should be transparent and continuous.

Diagram 1



Jargon Buster

Commissioning is a broad concept and there are many definitions. It has been defined in the Scottish Government Procurement Guidance for Care and Support, as 'the term used for all the activities involved in assessing and forecasting needs, agreeing desired outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these into place'.

Getting it Right for Every Child (GIRFEC) – is about developing an approach which will become the foundation for all services which support children, young people and their families.

Children in Need The statutory definition of a child 'in need' from Section 93(4) (a) of the Children (Scotland) Act 1995 is:

'A child being "in need" is to his being in need of care and attention because:

- he is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development unless they are provided for him, under or by virtue of this part, services by a local authority
- his health or development is likely significantly to be impaired, or further impaired, unless such services are so provided
- he is disabled
- he is affected adversely by the disability of any other person in his family'

Looked After Children at Home are those children who are the subject of a legal supervision requirement but who still live at home.

Looked After and Accommodated Children do not live at home but with foster carers, kinship carers or in some form of residential care.

Non-looked After Children are children who receive continuing support from universal services or are previously looked after children who still require support.

Best value is a balance between the quality - including considerations of equality - and the cost of services

Commissioning is the process by which we plan, buy and provide services for children and families.

Procurement is part of commissioning; it is how we buy services. The Scottish Government has said that the procurement of care and support

services requires special consideration because of the significant impact that it has on the quality of life, health and wellbeing of service users and carers.

Framework Agreement is an 'umbrella agreement' that sets out the terms (particularly relating to price, quality and quantity) under which individual contracts can be made throughout the period of the agreement (normally a maximum of 4 years). The Framework Agreement allows the Council to purchase fostering placements as and when it requires them. It is made up of 13 Independent Fostering Providers who have been assessed on a range of quality indicators and ranked in order of price.

Self Directed Support Many people need to draw on some support in order to enhance their wellbeing and independence. **Self-directed support** should empower people to direct their care - to have informed choice and control about how their support is provided.

Children and Families Service Plan 2012-2015 - sets out our key priorities for achieving our vision that Edinburgh's children and young people enjoy their childhood and achieve their potential. The plan covers the next three years and is reviewed annually.

Single Outcome Agreement (Edinburgh) - is a formal agreement between the Scottish Government and councils, which contains specific policies and commitments the Government wants to deliver. The City of Edinburgh Council recognises it has an important part to play in delivering many of these commitments both through its own services and with partners.

Social Work Inspection Agency (SWIA)

An independent government agency, which carries out inspections to improve the quality of social work services across Scotland.

Service Level Agreements-SLAs – Agreements which relate to in house and statutory sector working arrangements.

Equalities Statement

Overarching Statements

1. Our commissioned services will demonstrate awareness of and commitment to the public sector equalities duties to have due regard to and advance equality of opportunity by:
 - Removing or minimising disadvantage
 - Meeting the needs of particular groups that are different from the needs of others
 - Encouraging participation in public life
 - Fostering good relations
 - Working towards eliminating discrimination, harassment and victimisation
2. It is the duty of the Council and its commissioned services to comply with the Equalities Act 2010 in respect of age, disability, faith, marriage and civil partnerships, pregnancy and maternity, gender reassignment, sex, sexual orientation and race.
3. It is the policy of the Council and is expected to be the policy of commissioned services to comply with the United Nations Convention on the Rights of the Child and the Universal Declaration of Human Rights.
4. It is the duty of the council and organisations with over 150 staff to monitor the workforce by age, disability, ethnicity and gender.
5. Use of services provided by the Children and Families Department is monitored by ethnicity, gender, and disability in order to meet the legal duties. Participation in terms of looked after children, young carers and by socio-economic status is also monitored where possible. It is the expectation that commissioned services will carry out service user monitoring (as appropriate and proportionate) in order to meet their legal equalities duty.
6. It is the policy of the Council and is expected to be the policy of commissioned services (as appropriate and proportionate) to monitor and report on outcomes in respect of all protected characteristics and to explain why when this is not done.
7. Where appropriate and proportionate, commissioned services can demonstrate how equality and rights impact assessments are used as a tool to ensure and promote equality.
8. Organisations can demonstrate that they have mechanisms in place to ensure that equality, diversity, children's rights and human rights are safeguarded through sub-contracting or other procurement routes.

9. Further guidance is available from the Equalities and Human Rights Commission at <http://www.equalityhumanrights.com/about-us/devolved-authorities/commission-scotland/public-sector-equality-duty-scotland/procurement-guidance-scottish-public-authorities>

The Consultation Process for the Children and Families Commissioning Approaches

Background

The City of Edinburgh Council agreed in 2011 an overarching, citywide [Commissioning Strategy for Care and Support services \(2011 – 2016\)](#). The strategy set out the principles the council would follow in its commissioning activities across Health and Social Care, Services for Communities and Children and Families. It also required these service areas/departments to set out their own commissioning intentions.

Children and Families firstly consulted on, and produced, a commissioning plan which articulated the commissioning aspirations of the service area as a whole (Commissioning Plan for Children and Families 2011-16). The Education, Children and Families Committee accepted a [report on the consultation feedback and council response](#) at its meeting on 13 September 2011. The report also stated the intention to draw up a number of service or client specific plans. This work was undertaken by service area managers within Children and Families with the support of members of the Commissioning Team. Seven service-specific plans/approaches were produced and made available for consultation.

The seven Children and Families Commissioning Approaches that were consulted on were;

- Early Years Services
- Children in Need and their Families
- Young Carers Services
- Looked After and Accommodated Children and Through care and Aftercare Services
- Children's Disability Services
- Alcohol and Drugs Services
- Youth Work Services

The consultation period started on 19th November 2012 and finished on 28th February 2013. The consultation documents and survey links were posted on the Edinburgh Council website. An email link to the consultation documents and surveys was sent to all grant award holders, contracted organisations, grant monitoring officers, key service managers in Children and Families and key officers in other departments as well as in NHS Lothian. An invitation to the market place event (see below) was sent out in mid January and a further reminder email was sent out about a week before the closing date. In addition EVOC posted information about the consultation process on its website.

A marketplace event was held on 12 February 2013 at the City Chambers introduced by Gillian Tee, Director of Children and Families. More than 60 people took part in the event discussing the consultation documents with authors and service managers. Comments about strengths and weaknesses were gathered using post its.

Sixty one individuals and organisations responded using the survey monkey questionnaires for the seven commissioning approaches. The responses were anonymous so it is not possible to identify the balance of individuals and organisations.

Two departments within the council, Health & Social Care and Services for Communities made comment on a number of approaches. NHS Lothian responded with comments on all seven approaches. Six voluntary organisations also made separate submissions.

The Edinburgh Network of Voluntary Organisations working with Children, Young People and Families also contributed comments on all the commissioning approaches.

There were three focus groups held, one organised by Edinburgh Young Carers looked at the Young Carers approach, a further two with young people from Buckstone Youth Club and The Junction looked at the issues raised in the Alcohol and Drugs Services approach. There was extensive work undertaken with disabled children, young people and their families with a great deal of comments generated. These comments were used to inform the service specifications for the play scheme tender exercise that took place over the summer of 2013. This work was also recognised with the City Of Edinburgh Staff Award for Excellence in the Customer First (Team) category.

How Comments Were Analysed

The comments were transferred to spreadsheets, often broken up to ensure that there was one point being made in each entry, and these were then identified as to falling in to one of three categories;

- General narrative
- Service gap (including client gap)
- Action for Operational Managers

General Narrative comments often resulted from answers to questions about the strengths of a service or in a general comment response. The comments classified as 'Action for Operational Managers' were seen as points that were not necessarily commissioning issues (e.g. access to training provision for voluntary sector staff) or were statements that needed a response from managers (e.g. a piece of legislation or policy was not included in the document, encouragement to use outcomes as a key factor in commissioning decisions)

It was decided not to attempt to weight comments as it was not possible to identify whether each comment was from an individual or from an organisation representing a large group of people.

In addition to the categorisation above, work was done to identify some common themes running through each set of responses. The spreadsheets and a brief narrative highlighting these common themes were then shared with authors and service managers to enable them to respond. This information is included in Appendix 1 of this report.

Production of the new Commissioning Plan

Whilst the analysis of the comments was being completed there have been a number of major developments that have needed to be taken in to account when rewriting the commissioning chapters. These have included;

- The Children and Young people (Scotland) Act
- The completion of the Grants to Third Parties review
- The introduction of the Self-directed Support legislation
- Proposals for the integration of Children's Services
- The consideration by the Scottish Parliament of the procurement of care services
- The Council's BOLD (Better Outcomes Leaner Delivery) workstreams

These developments have helped shape the new chapters and have to a certain extent been a more powerful influence than the comments because of the much changed landscape the department is operating in.

Commissioning Approaches feedback

Early Years

Summary of responses

Thirteen respondents (groups and individuals) responded via the survey monkey questionnaire. LAYC and Lothian NHS also made comments and a number of comments were recorded at the market place event.

The comments made by respondents were wide ranging however some key themes did emerge. There were many positive comments about provision and the quality of staff within a range of early year's establishments. However there were also a number of respondents that were concerned about a number of changes taking place. The challenge of working with 'hard to reach' families was an issue raised that needed to be addressed. The mixed economy of early year's provision and the partnership work between the council, the voluntary sector and the independent sector were also highlighted as positive areas but with scope for improvement. A further area for improvement raised by respondents was that of links to health professionals and the integration of services. The wider support to parents and carers was also an issue that was raised where respondents thought there could be changes made.

Children in Need

Summary of responses

Nine respondents (groups and individuals) responded via the survey monkey questionnaire. The Network, Lothian NHS and services for Communities also made comments and a number of comments were recorded at the market place event.

There were a number of comments related to how we categorise or further define 'children in need' and how there might be a danger in having services with too narrow a brief. Respondents commented positively on the level of partnership working but also identified the need for more such work but with the recognition of the burden this can place on organisations. Comments were received that saw the provision of training as vital in service development. The development of a Hub approach to providing services to 'children in need' was highlighted by some respondents. The issue of supported transition to adult services was seen as an area for improvements.

Young Carers

Summary of responses

Seven respondents (groups and individuals) responded via the survey monkey questionnaire. The Network and Lothian NHS also made comments and a number of comments were recorded at the market place event. A focus group for young carers aged over 16 years was also held.

A number of comments were made by respondents with regard to defining what a young carer is and whether the 'labelling' of a young person in this way was useful. There was however no consensus on these issues. The related issue of access to, and consistency of assessments was also raised. The support available to young carers within universal settings (schools, youth clubs etc) was also raised as an area for improvement. The funding available to specific young carer support services with the potential increase in demand as identification and assessment improve was also highlighted as an area of concern. The challenges facing young adult carers were highlighted as an important area to address given that they often fall between young carer services and adult services.

The decision to integrate the young carers within the Children in Need commissioning chapter is recognition that a young person with caring responsibilities is indeed a child in need. The support that we wish to provide for that young person is to enable their full personal and social development and mitigate against any harm that these caring responsibilities might cause.

The Joint Carers Strategy was approved by the council in May 2014 and this includes a number of priorities that help address some of the issues raised above. There is a new budget specifically for developing young adult carer services whilst identifying carers and personalising support for carers were also identified as priorities.

LAAC and TAC Services

Summary of responses

Nine respondents responded via the survey monkey questionnaire. The Network and Lothian NHS also made comments as well as two other voluntary organisations (Caledonia Youth & Snowdon School). Further comments were made at the market place event and at a session for Practice staff. In addition comments were also received from Total Craigroyston.

A number of respondents commented favourably on the partnership working taking place between services both statutory and voluntary sector. Some positive comments were made about adoption & post adoption services however some respondents were also keen to see extra resources go in this area. There was a wide range of comments concerning transition and young people leaving care, commenting on good work taking place but also identifying this as an area for improvement. A number of respondents were keen to encourage the department to be more flexible when commissioning, to focus on developing more personalising of

support to carers and/or young people. There were a number of comments questioning the departmental approach in terms of the balance between commissioned and in-house services, querying whether this was the best way forward. There was encouragement from some respondents for services to look beyond accommodation issues and to focus on the well being of young people and to address potential risk taking behaviours.

Children's Disability Services

Summary of responses

Six respondents (groups and individuals) responded via the survey monkey questionnaire. EVOG, the Network, Health & Social Care and Lothian NHS also made responses. In addition a number of comments were recorded at the market place event. Extensive consultation also took place with parents, carers and young people and whilst not in this summary, this information was used by the service area when drawing up the service specifications for the play scheme service tender.

A number of comments were made about providing support and information to parents. This was seen as an important area of service with scope for improvement. There were a number of responses about school holiday or social provision for children and young people. There was praise for some named provision but also comments about needing more provision and supporting access to mainstream services when appropriate. Respondents also commented on specialist provision praising some examples and highlighting what they saw as gaps. In this context specialist provision could cover impairment/disability or for BME young people. Concern was also raised by some respondents about the lack of links with education services and the opportunities that could be missed. Similarly links with health services were highlighted as an area where improvements could be made. The lack of focus on outcomes for children young people and families was also raised by respondents, keen that the commissioning and monitoring of services were addressing outcomes. It should be noted that the implementation of self directed support (SDS) will require our assessments tools and resource allocation tools to be outcomes focussed using the GIRFEC wellbeing indicators as a benchmark.

Alcohol & Drugs Services

Summary of responses

Seven respondents (groups and individuals) responded via the survey monkey questionnaire. LAYC and Lothian NHS also made comments and a number of comments were recorded at the market place event. In addition sessions were held at two youth work settings to capture the views of some young people.

Respondents commented on the good partnership working that was already taking place however also saw that this as an area for improvement. There was acknowledgement that the issue of risk taking behaviours was a tricky issue for services to work with. A number of respondents felt that the Council could do more to enable access to training opportunities. The importance of linkages with other commissioning plans such as youth work services and Young Carers services were also highlighted.

Youth Work services

Summary of responses

Eleven respondents (groups and individuals) responded via the survey monkey questionnaire. LAYC, The Citadel, Canongate Youth, The Network and Lothian NHS also provided responses. Comments were also received through an event held by Edinburgh Youth Work Consortium and from the market place event.

There were a number of comments about the relationship between CEC (as a funder) and voluntary sector (as funded bodies). There was concern about the inequality of the relationship but the development of the commissioning plan was seen as an opportunity to start addressing this. Anxiety was also expressed about the use of competitive tendering processes. The issue of award values and length of awards was also commented on, and a desire for longer term awards and full cost recovery was also raised. There was a generally positive consensus about moving away from outputs to a more impact and outcomes focused process. Respondents also identified links with CEC provision as an area for improvement. There were a number of comments about the issue of open and/or targeted services. The importance of the strong linkage between the two was commented on by a number of respondents.