

Integrated Commissioning: Children, Young People Maternity and Families Workstream

Update to Health and Hackney and CYPS Joint Overview and Scrutiny Committee 4th November 2019

1.0 Introduction

The Children, Young People, Maternity and Families (CYPMF) Workstream has been working to deliver an integrated system for children, young people and their families across City and Hackney since October 2017. The overarching aim is to coordinate, optimise and transform the delivery, and subsequently the health outcomes of our residents.

The top 3 deliverables linked to our transformations plans for 2018/19 were:

- 1) **Improving emotional and mental health for children and young people:** Delivering the CAMHS transformation, developing an evidence base to support integrated work on exclusions; and drafting an integrated emotional health and wellbeing strategy
- 2) **Improving the health of our vulnerable groups:** Transforming pathways for children with SEND in line with recommendations from inspections, commissioning a new health offer for our Looked After Children; and beginning the development of an integrated Speech and Language Therapy service
- 3) **Improving care at maternity and early years:** Continuing to support improvements in quality of maternity services at HUFT, repatriating many of births we have out of area, and addressing a measles outbreak, supported by the implementation of a two year action plan.

During 2018/19, the workstream consolidated structures to support delivery of both business as usual, and transformation. Clinical and Practitioner lead roles continue to support leadership and drive forward integration for Maternity, Children, and CYP mental health and wellbeing alongside our clinical leads for Long Term conditions, Maternity Early years and SEND / wider children's pathways. The workstream delivers CCG business as usual for Maternity and Families and Public Health business as usual for Children and Families alongside system wide transformation.

2.0 Context: Plans and progress 2019/20

The workstream has made good progress on delivery of the 4 functions outlined in the delivery framework ('How we are working') that support both the development of the workstream and the delivery of the CYPMF integration and transformation agenda as detailed in the delivery framework (Appendix 1). Additionally:

- The NHS Long Term Plan contextualises our work, placing a strong focus on prevention, and on giving our population the 'Best Start in Life' through continued delivery of maternity and CAMHS transformation, and a new focus on maximising our use of digital, implementing pathways for 0-25s and improving transition and strengthening services for those with SEND and autism. A new national transformation programme for children and young people will be rolled out during 2020/21.
- The workstream is well positioned in 2019/20 to deliver on the Long Term Plan transformation priorities, as detailed below, and through the structural mechanisms of the Integrated Care System / Partnership, the new Provider Alliance working on community health services, and the City and Hackney Primary Care Networks and Neighbourhood frameworks.

- The workstream is developing a system wide approach to raising awareness and reducing the impact of Adverse Childhood Experiences (ACE's) which underpins all of our work, and links across the other three workstreams as well as the wider system. A needs analysis, strategy and action plan are being developed (due January 2020), which will include delivery of specific workstrands to support and strengthen workforce, improve the offer of early support and parenting and to develop a digital resource portal to support professionals and carers to be more trauma-informed in their approaches.
- Close alignment with the other workstreams is a priority in 19/20 and we will continue to focus on improving uptake of immunisations, Speech and Language Therapies and the consolidation of pooled resources, improving the health of Looked After Children, Maternity and early years provision and ongoing improvements to support the emotional wellbeing and mental health of children and young people.
- Proposals are being explored to take forward an integrated 0-25s commissioning approach which would seek to align the commissioning of a range of CYP services including (but not limited to) Health Visiting, School Based Health and the Young People's Clinical Health and Wellbeing Service (CHYPS Plus). This integrated approach will seek to maximise opportunities to improve outcomes through joint-working and to reduce transactional costs associated with holding several contracts with external/internal providers. Potential synergies between the children's centre clusters and the proposed Joint Commissioning neighbourhoods and developing children's centres into opportunity hubs, offering support to families with children of all ages are some of the changes being considered as part of the Early Help review.

3.0 Impact

While we are seeing improved health outcomes across a number of measures for children and families (see table 6.0 below), and improvements in measured quality of services, we are consciously looking at how we demonstrate impact more tangibly through our workstream Outcomes Framework, Logic Model and ongoing evaluation with Cordis Bright partners. We are aware of ongoing challenges in specific areas including uptake of immunisations, childhood obesity (linked to Prevention workstream), women's experience of maternity services, health outcomes for our more vulnerable groups (ie. Looked After Children, those with SEND) and experience of transition between services.

4.0 Alignment with London and the East London Health and Care Partnership ('the North East London STP')

There are several areas of alignment with the East London Health and Care Partnership, and our close neighbours, including maternity, vulnerable children at risk of sexual exploitation and assault, CAMHS transformation and asthma. STP level work will look at urgent care for children and young people throughout 2020. City and Hackney is a key player in the North East London Children and Young People's Steering Group, and we are now a member of the London Children and Young People Clinical and Leadership Group driving implementation of the new CYP national transformation plans.

5.0 Delivery of Local Transformation

Transformation is progressing as part of our quality improvement through Business as Usual, and also where areas are identified as specific priorities for transformation. Developments are detailed in the following table:

6.0 Delivering Transformation: Highlight Report

This demonstrates delivery across our three identified priority areas, and incorporates elements of business as usual grouped into priority area:

Deliverables:	Outcome ambitions:	Highlights
Priority 1: Improving Children and Young People's Emotional Health and Wellbeing across the system		
<p>Ensure the development of a clear prevention offer, with an emphasis on wellbeing, and young people getting support where needed. Includes:</p> <ul style="list-style-type: none"> ● Implementation of the CAMHS transformation plans, including schools work ● Re-design of service system ● Investigating the increase in self-harm presentation, and ● Identify key trends / issues and making recommendations to address ● Improving access to support for children and young people in the City of London 	<p>Improved offer of, and access to CAMHS, demonstrated through:</p> <ul style="list-style-type: none"> ● Increased diagnosis (linked to increased investment) ● clearer pathways for residents and non-residents ● Improved access to support for crisis ● CAMHS support in all schools by 2020 ● Improved outcomes for those transitioning to adult mental health services through a pilot 18-25 yr. service ● Reduced waiting times to entering treatment within 6 weeks by Q3, 18/19 ● Extended hours of Paediatric Psychiatric liaison in A&E to 10pm ● Enhanced eating disorders service ● Improved neurodevelopmental pathways including increase funding for Autism diagnosis and aftercare 	<ul style="list-style-type: none"> ● CAMHS Transformation plan is fully operational with a recurring investment addressing gaps identified and in alignment with Future in Mind. The plan is now in Phase 3. City and Hackney CAMHS Alliance is due to publish its implementation plan for 2019-20 which includes 18 transformation work streams. ● Some highlights include the new 16-25 transition service, reach and resilience project expansion with the launch of a 'cool down' cafe on the Pembury estate and online counselling offer as well as the establishment of a 24/7 crisis line and crisis pathway for C&YP. ● The Well-Being and Mental Health in Schools (WAMHS) project re-launched in June 2019 with phase one having been rolled out in half of the state maintained schools in Hackney with rollout to the remaining schools to enable all schools to have WAMHS from 20/21. ● City and Hackney have been successful in securing funding to deliver Mental Health Support Teams in schools as of September 2019. This is £1.8million of investment (over 2 years) to provide direct clinical interventions in schools, building on the WAMHS strategic work. ● Based on locally collected data, end of year CYP MH access rate is predicted to be c40% meaning we are likely to be one of the highest performing CCGs in the region. ● Funding has been secured by CAMHS and VCS partners (CAMHS Alliance) to deliver work to improve the mental health of Black African and Caribbean heritage young people at key transition points (up to age 25). ● The Trusted Relationships project is at the end of year one of a 2-4 year funded project working on capacity building in community settings around education, awareness of support, reducing harm and increasing access to mental health pathways. ● An Integrated Emotional Health and Wellbeing Strategy (2019-2024) is in first draft and will be out for consultation by December 2019.

Priority 2: Strengthening our health and wellbeing offer for vulnerable groups

<p>Improve the health offer for Looked After Children: Re-design and procure integrated HLAC provision</p> <p>Oversight of the health elements of the SEND offer and targeted joint work. Includes:</p> <ul style="list-style-type: none"> • Pathway development, particularly around the offer at early years • Early health input mechanisms embedded into EHCPs (Education, Health and Care Plans) • Support at key transition points • Further development / use of personal health budgets • work with partners including the OJ community to support access to provision • explore improving the health and wellbeing of boys with autism specifically for City of London <p>Support work with children to manage Long Term conditions. Includes:</p> <ul style="list-style-type: none"> • STP Integrated Asthma provision work • Epilepsy and Asthma specialist nurses • Develop local offer around allergy and dermatology • Explore increasing access to therapies for groups with 	<p>More effective pathways for LAC through health, particularly for those CYP with complex health needs, mental health needs and challenging behaviour needs through newly commissioned service</p> <ul style="list-style-type: none"> • Increased early health support for children with SEND, as evidenced through input to EHCPs • Increased numbers of children and their families utilising Personal Health budgets and making effective transitions to adult services • Increased representation of specific communities accessing SEND health support <p>More families supported to manage long term conditions in the community, and through a closer relationship with Primary Care</p>	<ul style="list-style-type: none"> • The collaborative re-design and commissioning process for the new health of Looked After Children's service successfully delivered a new service, launched on September 1st 2019 and is on track to transfer to the Hackney Ark by January 2020. Young people and foster carers were involved in the design of the service. It is now being delivered by HUFT. • The LAC health annual report 2018/2019 documents positive early indicators of progress including partnership working, the recruitment of a Named Nurse and the presence of a CAMHS practitioner at the LAC clinic. • An Integrated arrangement for delivery of Speech and Language therapies, including for pooled budgets will be in place by 2020. A similar joint review for Occupational Therapy is due to be initiated and will explore and review commissioning of Learning Disability across the partnership in line with STP priorities around reviewing therapies. • The local campaign response to tackle the measles outbreak was nominated for a parliamentary award. This included additional clinics being set up and over 1000 immunisations being delivered. The partnership has agreed a draft action plan and a task group has developed a public health campaign aligning closely with the priorities of the NE networks • Interventions included utilising the developing neighbourhood and PCN structures to pilot work to increase uptake of immunisations, delivery of a public health communications campaign and commissioning Hatzola (volunteer ambulance service highly trusted in the Jewish Orthodox community) to promote the management of childhood illness in the community. • All children with continuing healthcare needs now transferred to personal health budgets, and all those eligible now transferred from statements to EHCPs. Funding secured for implementation of recommendations arising from the CoL and LBH SEND inspections, which will include a system wide review of, and recommendations for funding protocols and pathways. Implementation of SEND inspection recommendations ongoing. Joint funding has been agreed for a number of children via monthly case management meeting between CCG, HLT and HUHT. • Joint work (with Planned Care and across system partners) have begun to develop City and Hackney protocol and process to deliver 'Care, Education and Treatment Reviews' in line with LTP drive on autism and LD. Includes development of a register. • 'Reducing Exclusions' work supported by the workstream completed a
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<p>barriers to access, and specifically for City of London children</p> <ul style="list-style-type: none"> • Develop clear Primary Care pathways for children with unexplained medical symptoms (in conjunction with the Paediatric liaison service), and work with CAMHS on the Autism pathway <p>Scope potential for joint work across the CSE, harmful sexual behaviours and CSA agenda, and deliver on STP proposals for development of CSA hub</p> <p>Support integration and groups with disparities in health outcomes and higher levels of coming into contact with the Youth Justice system, alongside work to Explore links to reducing exclusions</p> <p>Improve the health and wellbeing offer for the most vulnerable groups of City of London children and young people</p>	<p>Further integration of social care and health, resulting in better identification and support for those at risk of sexual exploitation, and better and faster access to support for those who have experience sexual assault.</p> <p>Less disproportionate representation of specific vulnerable groups accessing health and wellbeing services</p> <p>Closer working across education, health and social care to support the most vulnerable young people to stay in school</p>	<p>detailed analysis of the 41 Primary and Secondary school exclusions in 2017/18 which showed trends and provides the evidence to support the strategic integrated work. Work will now go on to look at pathways through early help services for this cohort.</p> <ul style="list-style-type: none"> • The new integrated School Based Health service model, which includes the safeguarding school based health element, went live in January, 2019. Each school has a named school nurse, with the nurse attending each school at least once a fortnight. The addition of mobile device technology further allows nurses to spend more time working at their schools. • Family Nurse Partnership had 55 clients enrolled at the end of Q1 including 1 enrolled from the Jewish Orthodox community with a further one in recruitment. A Key Skills and Knowledge Exchange Programme started in September 2019 and will run until April 2020 covering the teenage brain, attachment, communication skills and engaging marginalised clients. • A system wide approach to raising awareness and reducing the impact of Adverse Childhood Experiences is in development and aims to strengthen workforce, improve the offer of early support and parenting and to develop of a digital resource portal to support professionals and carers. An ACE's workshop on 22nd August 2019 and the first phase of training rolled out with GP's on 17th October 2019 and were both well received. The strategy for this work will be completed by December 2019.
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Priority 3: Improving the offer of care at maternity and early years

<p>Support improvement in quality of local maternity services and perinatal care. Includes:</p> <ul style="list-style-type: none"> • Explore and propose work to reduce rates of infant mortality • Explore and evaluate data around re-admissions and identify action plan • Reduce rates of smoking in pregnancy (Embed HUFT maternal smoking pathway and explore UCL pathway) • Support work to improve rates of immunisations (including antenatal flu and pertussis). Explore potential effectiveness of devolved commissioning. • Support work on choice of maternity care and perinatal mental health (with STP partners) • Clarify pathways for women following birth and discharge <p>Support work to improve rates of immunisations at 1 and 2 years, including exploring options for a devolved commissioning role</p> <p>Improve access to breastfeeding support</p>	<p>Reduction in the rate of stillbirths, neonatal and maternal deaths, supported by:</p> <ul style="list-style-type: none"> • Increased early booking by 10 weeks of pregnancy, and improve continuity of care from their midwife • Improved pregnancy outcomes, specifically for women who have Long Term Conditions (LTCs) or other specific medical needs through our GP Early Years Contract, and targeted pre-conceptual care • An increase in numbers of women taking folic acid, aspirin and healthy start vitamins for a healthy pregnancy and healthy growth and development of the child • Increased numbers of women who receive Pertussis and Flu jabs during their pregnancy • Increased referral of women early to local services when social or psychological risks are identified • Improved pregnancy outcomes for socially vulnerable women targeted support for women who may be socially vulnerable • Clearer pathways through services for women with a high Body Mass Index (BMI) • Ensure pregnant women, partners and parents have the opportunity to provide feedback 	<ul style="list-style-type: none"> • Continued focus on delivering key areas in the NHS Long Term Plan, including building on our 28.9% of women booked on Continuity of Carer pathway in March 2019 – exceeding national ambition of 20%, and reducing stillbirths and neonatal deaths. • Implementation of digital solutions for Maternity which are in the planning stage will support better working with patients in antenatal care with a clear focus on improving women’s experiences of antenatal care through responses to input from service users through the Maternity Voices project. • Increase in deliveries in 2018/19 and sustaining improvements in quality performance of midwifery services at the Homerton, verified through CQC inspection August 2018 (moved from ‘needs improvement’ to ‘good’). HUFT received 4x Chief Midwifery Officer for England awards June 2019. • Peri-natal mental health services have been expanded in line with 2019/20 targets and work with primary care and VCS partners is focussed on early support and a clear pathway for the most vulnerable women in pregnancy. • A ‘Weigh and Play’ pilot at Linden Children’s Centre is in the process of being evaluated to find out whether the change in the play based health visiting clinic environment means parents feel more supported around their emotional needs, whether parent and baby relationships are enhanced in the setting. • Health Visiting services have been delivering a new integrated model from September 2018 and will be re-commissioned for 20/21. Work to explore the possibility of joining the 0-25’s public health, community nursing services (health visiting, family nurse partnership, school based health and CHYPS) into one joint commissioned service to start in 2021/22. • Health visiting is meeting or exceeding all KPIs with the exception of antenatal contact. Senior Health Visitor Jane Horsfall won the Community Midwife award, in part due to the development of a Downs Syndrome pathway • Work with the Prevention workstream is focussing on implementing the new smoking in pregnancy pathway and supporting the development of the Making Every Contact Count programme through a pilot in maternity. • The senior health visiting team continue to work closely with Midwifery to develop the referral pathway for targeted antenatal contact. • An Early Help Position statement clarifying how things are now has been drafted and highlights the complexity of the service provision has been completed. An Early Help review in December 2019 will consider the effectiveness and accessibilities of pathways into early help and how well they
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<p>Explore options for development of a 'supporting parents' pathway, linked to substance misuse. This includes exploring work with Fathers.</p> <p>Ensure the needs of families and young children are built into the new 'Neighbourhoods' model (above), and the interface with children's centres is effective</p>	<p>on their experience of using maternity services</p> <ul style="list-style-type: none"> • Increased identification of, and access to support for women around mental health in the perinatal period (alongside our STP partners) 	<p>meet the needs of those who need them. This will begin to look at the role of health and how this can be maximised.</p>
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7.0 Delivering Transformation: Risks and Challenges

Key risks are managed through workstream governance structures, with high level risks reporting through to the Integrated Commissioning Board. Ongoing and upcoming risk and challenges are outlined here:

Issues, risks and challenges:	Progress/ Actions being taken to address:
<p>School exclusion and self-harm remain high. Hackney has higher numbers of children in specialist education provision and demand for CAMHS continues to increase by 15-18% per year. Gaps in 18-25 services remain.</p>	<p>The CAMHS transformation plan is tackling these challenges with strong partnerships in place. Funding has been secured for WAHMS and mental health support in schools, increased support for Black African and Caribbean heritage young people and a 16-25 transition service has been piloted.</p>
<p>Maternity deliveries with complications and comorbidities are increasing year on year at HU going from 54% in 2017/18 - 63% in Sept 2018. Increasing caesarean rates are an area of concern A recent audit of C2C outpatient paediatric activity found that 50% were found to be incorrectly coded.</p>	<p>An independent coding audit has confirmed changes in coding practices during 2017/18 leading to significant financial impacts and a full audit is due to be completed by December 2019.</p> <p>This is being monitored and an action plan developed.</p>
<p>Figures from the LAC health annual report for Q1, 2 and 4 of 2018/19 show that 64% of Initial Health Assessments were completed within 20 days which was mostly due to late notification and reduced clinic capacity. A high number of LAC children were also found to be refusing a second LAC review and dental and immunisation take up by LAC children and young people was found to have gone down.</p>	<p>The transfer of services from WH to HUFT and implementation of the new service has been completed safely.</p> <p>A policy/ pathway is in place to address the refusal of reviews with input from young care leavers.</p>
<p>City and Hackney's recent measles outbreak is now over, however risk remains due to low uptake of immunisations in specific areas of Hackney, exacerbated by complications of centralised commissioning arrangements and lack of clarity centrally on outbreak funding arrangements.</p>	<p>A quick response to the measles outbreak was commissioned by the CCG for 8 weeks with over 1000 immunisations delivered. The local partnership 'improving immunisations' action plan and targeted public health campaign went live in June 2019 and CCG commissioned targeted service offer for NE practices along with NHSE commissioned call and recall pilot for NW Hackney, will help inform network plans for 20/20. The two year partnership action plan to increase uptake of immunisations sits across all age groups, and progress against this reports directly to ICB.</p>

<p>The Long Term plan outlines Care Education and Treatment Review (CETRs) processes that are the responsibility of the CCG are not yet fully embedded. These cross -agency arrangements are intended to prevent avoidable admissions to long stay specialist hospitals for children and adults with LD and / or autism who are displaying challenging behaviour.</p> <p>The coordination and chairing of children’s CETRs, no baseline of activity levels whilst robust dynamic risk register is developed with partners)</p>	<p>Work across the CYPMF and planned care workstream with LBH, City and education colleagues to establish a dynamic risk register and CETR arrangements is progressing well. Lay Board Member has offered leadership to the early children’s CETRs, supporting the agreement of governance processes and raising the profile of this Agenda.</p> <p>NEL Sector Programme support and learning from STP CCGs and adults’ processes. Engaged partnership working to draft governance protocols.</p>
<p>Financial pressures on funding of Special Education Needs and Disabilities across the system.</p>	<p>Current PIC funded pilot work is supporting looking at how we implement integrated funding arrangements across health education and social care.</p> <p>This is a national issue, but it is flagged in terms of local impact.</p>

7.0 Primary Care: working through and with primary care networks and neighbourhoods

The workstream is keen to develop a stronger offer for children and families aligned to the delivery of services through neighbourhoods allowing for targeted, collaborative and localised approaches to target the highest need. We are exploring this through our CYPMF Neighbourhood coordination group, piloting neighbourhood work on immunisations and paediatric psych liaison initially. We will begin work to implement CYP and Families Multi-Disciplinary arrangements across each neighbourhood during 19/20. We will strengthen joint working between community paediatrics and primary care, specifically in the transfer of two community baby clinics to two practices in NE Hackney with very high child lists. We will also be piloting the move to an 8 week baby check that includes immunisations.

8.0 Quality and Safeguarding

Quality continues to be monitored at contract and service level, through a number of KPIs and wider indicators, with the support of the CCG quality function. Further detail on Quality of local children’s and maternity services is available but generally Homerton acute and community services are rated “good” by CQC and mental health services for children are rated “good” or “outstanding” at ELFT. All local GP practices are rated “good” or “outstanding”.

We have had two generally positive SEND (Special Educational Needs and Disability) Inspections (Hackney Dec 2017 and CoL March 2018). Health services for this cohort were found to be good, and Maternity services rated were rated by HUFT as ‘Good’ in the August 2018 CQC report.

City and Hackney are currently implementing new arrangements in adherence with the recently published safeguarding guidance: 'Working together to Safeguard Children 2018'. The 3 main changes required are:

- 1) Local safeguarding children boards will be replaced by Safeguarding Partnerships comprising 3 statutory partners: the CCG, the local authority and the police who will work together with local relevant agencies to safeguard and promote the welfare of children including identifying and responding to their needs. The new Partnership is being put in place currently.
- 2) Changes to the Child Death review process which transfers to DOH from DfE with child death review partners, the LA and CCG arranging collective thematic reviews of child deaths in their area and agreeing locally how this will be funded.
- 3) Changes to the Serious Case Review Process involving the setting up of a national panel to oversee the review of serious child safeguarding cases which raise issues that are complex or of national importance. These will be commissioning and overseen by the safeguarding partners.

9.0 Co-production & Engagement

An Engagement Strategy developed by the workstream is in place which will be finalised in consultation with young people during 2020. The strategy outlines a wide range of groups with which we will engage going forward. The Young Parents Advisory Group is currently being refreshed and feeds into the workstream as part of a public rep role, and also meet to design and deliver their involvement in workstream priorities. There has been a strong co-production and engagement plan supporting the re-design of the new Health of LAC service, led by Public Health and Young Hackney. Key input from a range of children, young people (including those in care), foster carers and professionals features in the new design. Stakeholder involvement and co-production are key elements of the design of the new Integrated Speech and Language Therapy service.

Our Young Parents Advisory Group will be refreshed over the coming months, and they have begun to think about how they would like to take co-production forward across maternity (specifically the campaign to attract births back to HUFT - alongside the Maternity Voices Partnership), CAMHS (as part of evaluating delivery of transformation plans), and they have been part of designing our new health offer for Looked After Children. Our two public representatives (parents of very young and adolescent children) alongside our two VCS representatives (from Interlink and the Black Parents Forum) represent our more specific communities. A review in the coming months will look at how we engage with children and families in line with the LBH Young Futures initiatives.

A Co-production meeting held with the Neaman practice regarding SEND arrangements in the City. The City Parent Carer Forum, CCG, CoL Principal Educational Psychologist and SEND Advisor agreed greater joint review of complex cases and closer working on literature and pathway review. The CCG contributed to the review of the City Carers' Strategy and this will be reviewed via the City SEND co production working group

Following request from parents we are exploring a Personal Health Budget peer support session / forum for families in receipt of a continuing care PHB's.

Appendix 1

Delivery Framework: 'How' we are working

Deliverable	Progress to Nov 2019	19/20 Plans
Consolidating and streamlining of workstream budgets	<p>Work progressing. Budgets collated across LBH, CCG, CoL and HLT and recommendations drafted for pooling / aligning.</p> <p>A mapping of services commissioned by the City of London has been carried out.</p> <p>Plans for pooling of funding arrangements for Speech and Language Therapies developed</p>	<p>Ongoing, in line with wider integrated programme discussions</p> <p>Next steps for the City of London will be discussions on prioritisation and KPI's.</p> <p>Alternative arrangements for the pooling of Speech and Language Therapies budgets will be in place by 2020.</p>
Refreshing children's health governance across the system	<p>Work complete. New streamlined workstream - based governance structure being implemented.</p>	<p>New structures in place. Review will take place in Winter 2019</p>
Improvement and oversight of Business as usual	<p>BAU being managed through BPOG (as below). Integrated management of BAU functioning well.</p>	<p>Continue integrated oversight and management of BAU. Services are continuing to improve with most children and families services commissioned by the CCG and Public health being good or outstanding. Key areas of focus for 2020 will be around strengthening services for children with SEND and Autism in line with the long-term plan, and improving the experience of transition for 16-25 year olds.</p>
Identification and delivery of transformation priorities	<p>Priorities agreed, early plans drafted and structures for delivery emerging.</p>	<p>Delivery of transformation priorities progressing. See above for details.</p>