OXFORD BROOKES UNIVERSITY

ipc institute of public care

Trusted partner in public care

ipc.brookes.ac.uk

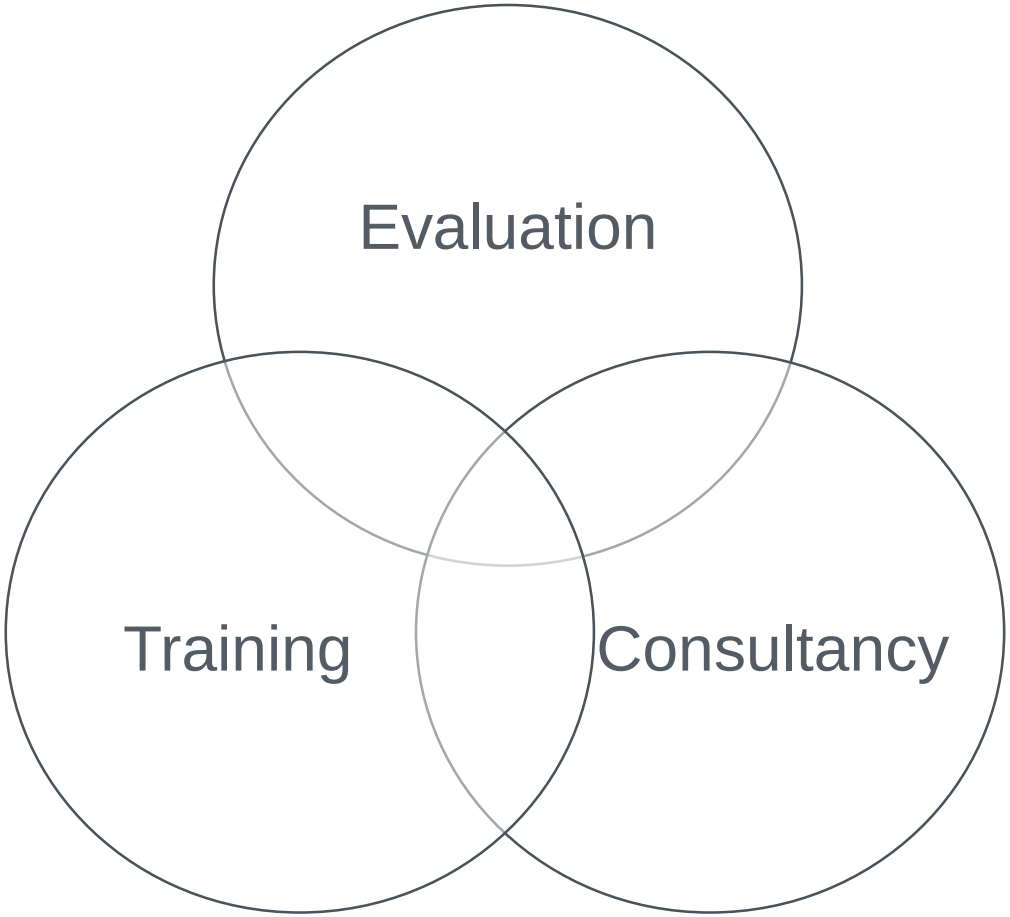
Certificate of Credit in Commissioning and Purchasing for Public Care

Module 1 Session 1

Institute of Public Care: about us

- Part of Oxford Brookes University
- We work with central and local government, the NHS, charities and commercial organisations
- Our aim is to improve the health and wellbeing of citizens and communities and reduce inequality

Institute of Public Care: what we do



About the course

- Longest running and most popular certificated course in commissioning and purchasing
- Compliant with current and imminent legislation
- Meets commissioning National Occupational Standards
- Informed by IPC's consultancy, research and evaluation work across England, Scotland, Wales and Ireland
- Balances theory with current practice examples and interactive learning and discussion
- Explores the impact of commissioning practice on diverse communities

Aims and learning outcomes

- The aim of this programme is to understand the essential elements of commissioning and purchasing, and to share knowledge and compare practice
- By the end of the training participants will:
  - Demonstrate good knowledge of the national agenda for commissioning
  - Analyse own organisation's commissioning arrangements against good practice
  - Use evidence-informed learning to implement good commissioning practice
  - Critically reflect on own learning and practice

Working online – hints and tips

Everyone enters on mute. Mostly stay on mute so we are not all talking at once

Use the chat to ask questions and make comments. This will be a dynamic learning experience

Turn on your video camera, please!

Unless you have a shaky connection! In that case, switch off your video

You will be going into breakout rooms, be prepared to be in rooms with 6 - 8 people

Raise your hand or click the hands up symbol if you want to speak in discussions

Be on time for breaks

Practicalities and logistics

- Housekeeping
- Timetable, breaks
- Learning climate/ground rules:
  - ✓ Be present
  - ✓ Be open to new ideas and learning
  - ✓ Share information and experience
  - ✓ Confidentiality within the room

Managing course expectations

- There are a number of different approaches to commissioning from across and within organisations
- We assume you'll have live scenarios to work with i.e. bring your own experience to the session
- What can we deal with?
- What can't we deal with?

4 Modules – sessions will cover

- The national and local agenda
- What is commissioning and how well are we doing it?
- Needs and resource analysis
- Planning and options appraisal
- Market shaping
- Commissioning for outcomes
- Accreditation – overview
- Contract management and procurement
- Monitoring and review
- Person centred approach to commissioning
- Delivering change
- Commissioning skills

Taught Sessions: dates in your diaries/calendars

- Module 1: Tuesday 4th October
- Module 2: Wednesday 5th October
- Module 3: Wednesday 2nd November
- Module 4: Thursday 3rd November

Background reading

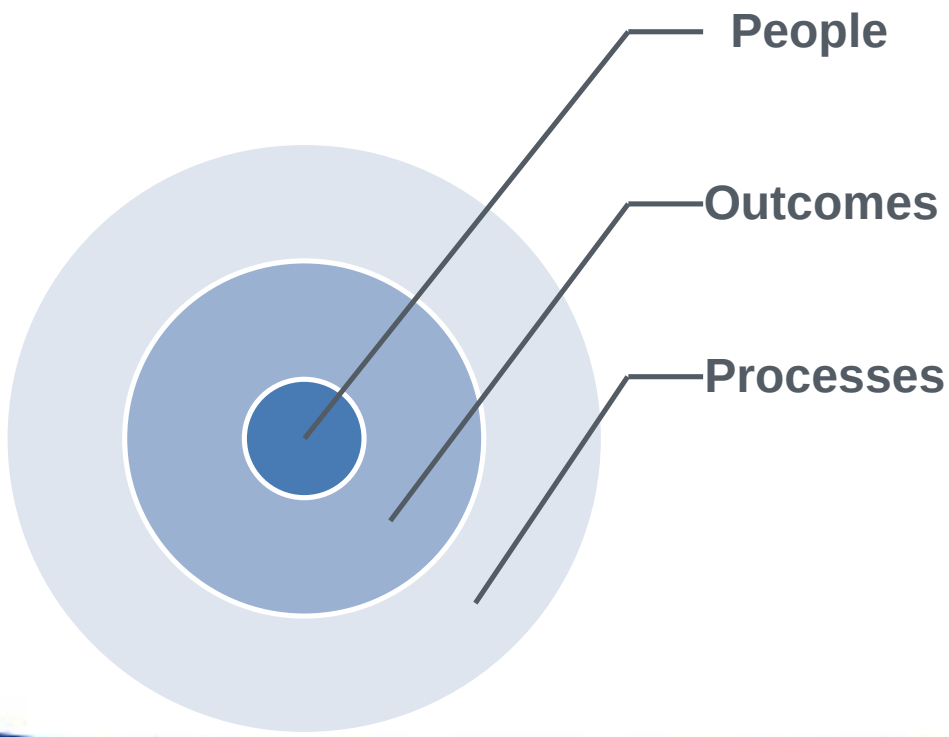
Certificate in Commissioning and Purchasing for Public Care – reading list

https://brookes.rl.talis.com/lists/FF3E5A61-C16C-F495-893F-C16AA66602BB.html

Analyse
Commissioning
Plan
Legislation & guidance
Gap analysis
Population needs assessment
Commissioning strategy/prospectus
Review service provision
Procurement
Business case and options appraisal
Resource analysis
Assess individual needs
Develop specification and contract/SLA
Analyse providers
Purchasing plan
Service design
Resource allocation
Support plan
Outcomes for people
Contract monitoring
Secure services/ treatment/ support
Evaluation of services
Market /supplier development
Review individual outcomes
Contract management
Review of plans
Capacity building
Review of market performance
Assessment against outcomes
Manage provider relationships
Review
Do

Core underpinning principles for commissioning

- The model outlines the processes
- Our fundamental focus is on outcomes, and putting the person at the centre



Our collective commissioning principles

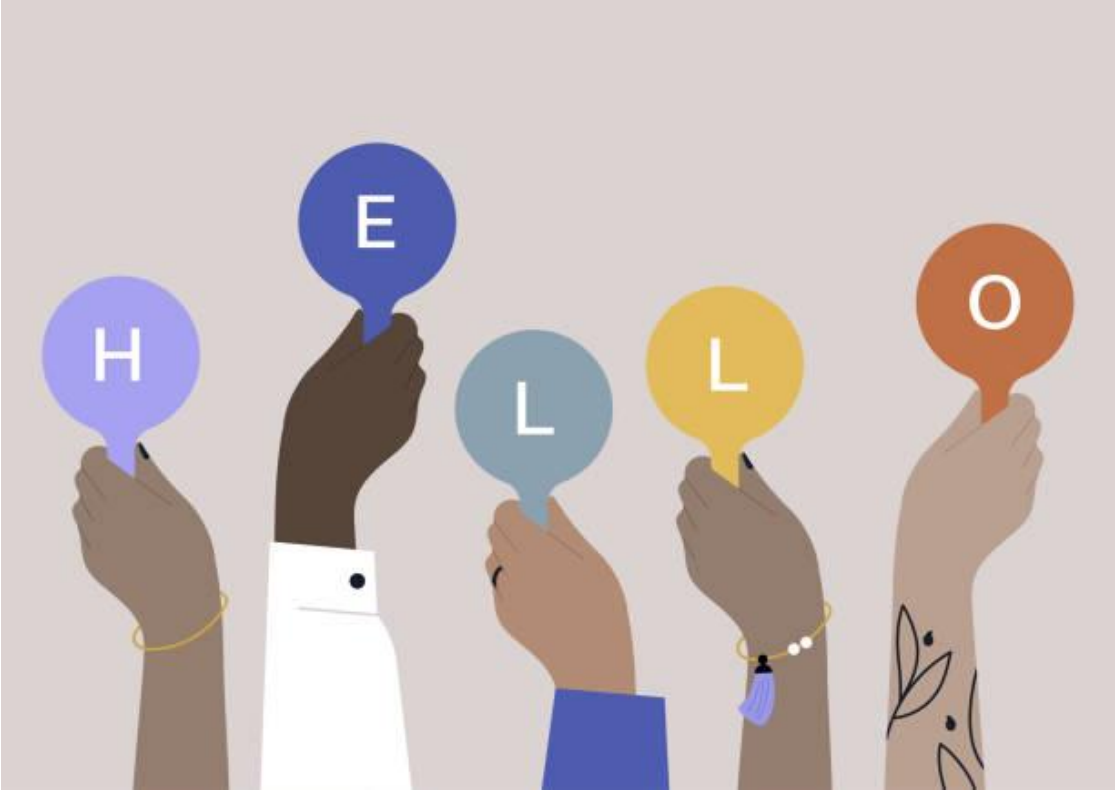
- All commissioning decisions are based on sound evidence of need and improving outcomes for people who have health and/or care needs and their families
- All commissioning activity is well planned, coordinated and done in a timely manner so there is a consistent approach to commissioning across a local area
- Processes will be fair, open and transparent
- People with care needs will be safeguarded
- Equality and fairness considerations will be embedded within all aspects of commissioning practice

Our collective commissioning principles

- Efficiencies and quality services will be delivered through robust risk, contract and performance management
- All commissioned services will operate on an open book accounting approach
- Commissioners should actively seek to involve individuals and their families meaningfully so they become co-designers and co-producers
- Value for money underpins commissioning decisions and inefficient, ineffective, or unsustainable services will be remodelled to improve value for money or decommissioned
- Early intervention and prevention services will be sought to reduce the need for high cost services in the future

Introductions

Time to introduce yourself…



Commissioning in a post COVID recovery period

Commissioning and COVID-19

Learning from the pandemic

Commissioning in COVID-19

- Think of one word that describes how COVID-19 has impacted on how you are undertaking your commissioning role and responsibilities
- We'll go around the group and share

Group discussions

Group discussion

- What have been some of the challenges?
- What opportunities has C-19 given you in commissioning to do things differently?

The National Agenda

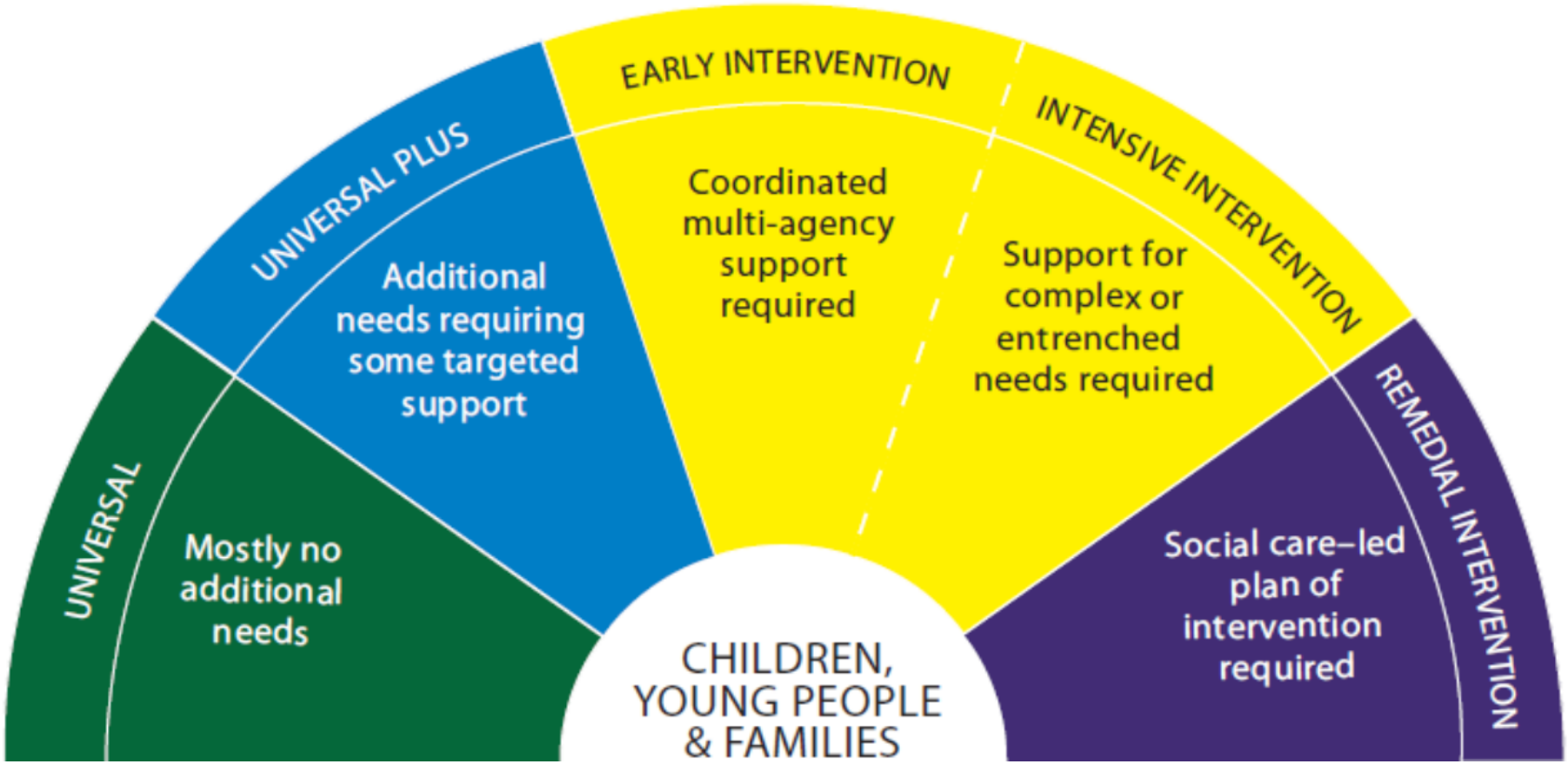
Who shapes national thinking on commissioning and procurement?

Ofsted
raising standards
improving lives

£

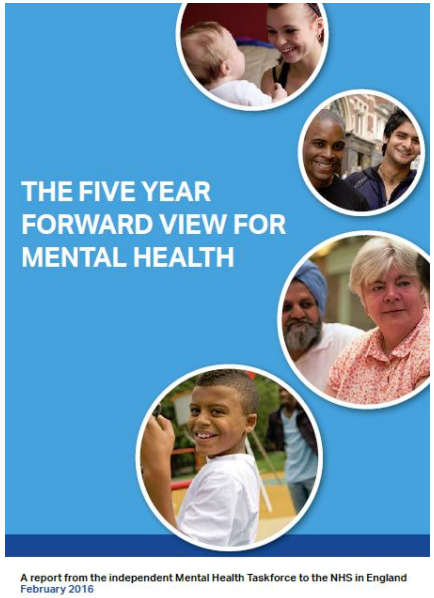
Care Quality Commission

National drivers in children's services



Five Year Forward View

- Prevention and public health
- Choice and control
- New models of care
- Local flexibility, workforce, informatics



Health and Care Bill

Legislative framework for integration and collaboration between health and social care

Introduced 2 parts for statutory ICS's:

- Integrated Care Board
- Integrated Care Partnership

Co-production

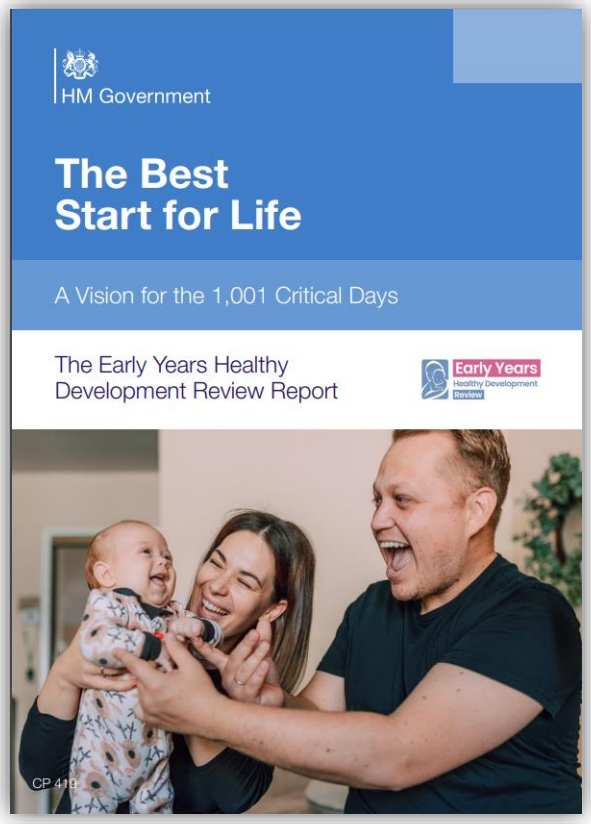
National programmes that promote young person or family-led solutions e.g. ‘Mind our Future’

NHS Long Term Plan encourages (support for) volunteering by people living in deprived areas, or who have mental health conditions, learning disabilities and autism

Early Intervention – The Best Start for Life

- Considers the first 1001 days as ‘critical’ for the **foundations of lifelong emotional and physical wellbeing**
- Outlines 6 requirements for the ‘best start for life’
  1. Seamless support for **all** families
  2. Welcoming **family hubs**
  3. Information given when needed
  4. Effective and skilled **workforce** supporting families
  5. Data collection, analysis, evaluation and response to **local needs and outcomes**
  6. Effective **leadership** for change with agreed accountability

https://www.youtube.com/watch?v=t5lhS9Fh47o



Supporting Families

- Supporting vulnerable families with challenges such as domestic abuse, mental ill health and unemployment
- Previously known as the Troubled Families Programme
- On 2nd April, UK Government announced the SF programme will support 300,000 of the most vulnerable families by:
  - Providing dedicated keyworkers who offer **practical** support
  - £700m investment

Those supported by the programme:

- ✓ 38% young people less likely to end up in prison
- ✓ 32% less likely to end up in care

Domestic Abuse Act 2021

- There are some 2.3 million victims of domestic abuse a year aged 16 to 74 (two thirds of whom are women) and more than one in ten of all offences recorded by the police are domestic abuse related

- The Act's provisions include:
  - ✓ a statutory definition of domestic abuse, emphasising that domestic abuse is not just physical violence, but can also be emotional, controlling or coercive, and economic abuse
  - ✓ places a duty on local authorities in England to provide accommodation based support to victims of domestic abuse and their children in refuges and other safe accommodation

Tackling Obesity

- National Preventative strategy for obesity in children and adults
- Publication of a new campaign – **call for action**
- Expansion of weight management services
- Consultation on current interventions – e.g. traffic light system
- Further consideration of legislation on food labelling – including infant food
- Potential legislation on the promotion of unhealthy food and drink – e.g. taking bans on particular products during children's TV shows further
- Considers impact of COVID – risks associated for those living with obesity

Mental health – Future in Mind

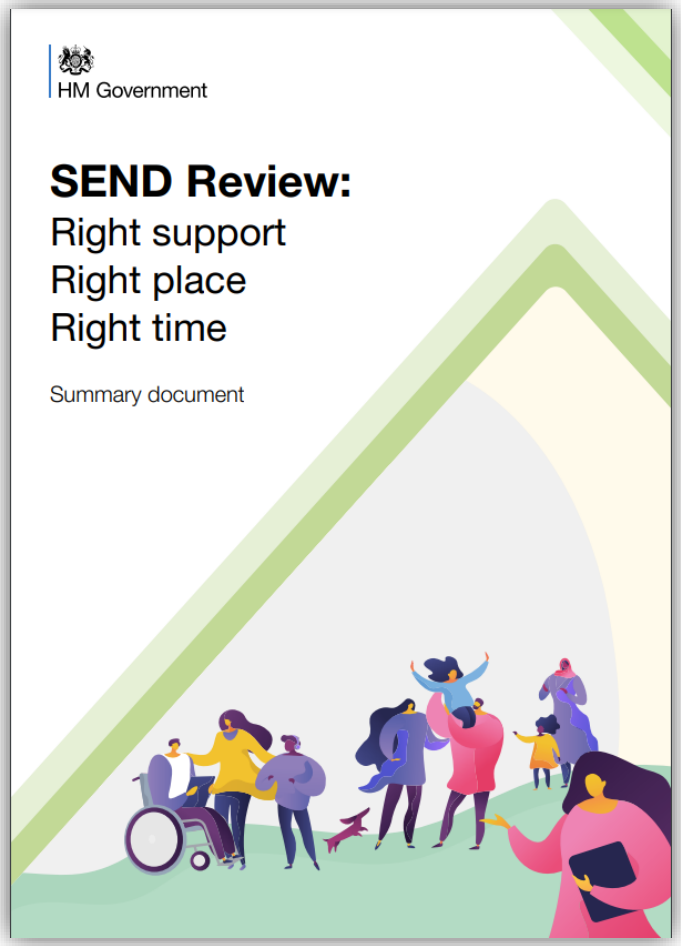
- Improved mental health care for children and young people.
- Improve public awareness and understanding.
- Improving access to evidence-based treatments with a focus on outcomes.
- Collaborative practice encouraged.
- Local Transformation Plans required from CCGs.
- £1.4bn pledged to 2020/21.

Mental health – Children and young people's mental health – Health and Social Care Committee report

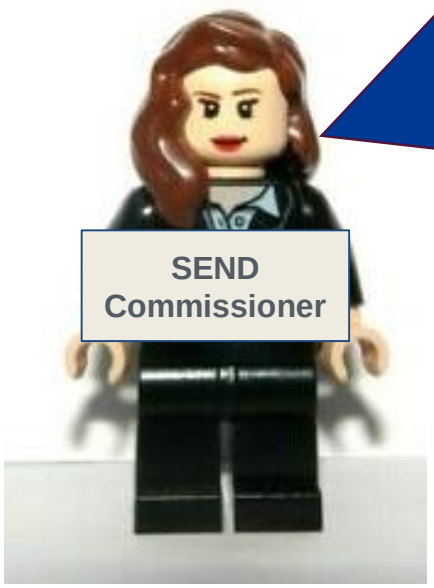
25 Recommendations for the Government for supporting mental health in young people includes (many more!):

- Focus on integration between government departments, health and community services
- Early intervention support is needed
- Ensuring there is easy access to specialist support where needed
- Improving the transition from child to adult services
- Skilled and support workforce
- Mental support in schools through specialist roles and universal support
- Advocacy access

SEND & Alternative Provision review – Green Paper



DfE – SEND Code of Practice 2015



The DfE Code of Practice is clear about requirements for commissioning SEND:

- Local government arrangements must be in place to ensure clear accountability for commissioning services for children and young people with SEN and disabilities from birth to the age of 25
- There must be clear decision-making structures so that partners can agree the changes that joint commissioning will bring in the design of services.

DfE – SEND Code of Practice

Partners must also be clear about who is responsible for delivering what, who the decision-makers are in education, health and social care, and how partners will hold each other to account in the event of a disagreement.

Local authorities and CCGs have a statutory duty to consider the extent to which children and young people's needs could be met more effectively through integrating services and aligning or pooling budgets in order to offer greater value for money, improve outcomes and/or better integrate services.

On the Horizon – Independent review of children's social care in England

WHAT IS THE INDEPENDENT REVIEW OF CHILDREN'S SOCIAL CARE?

The review is led by someone called Josh MacAlister, who is not part of government. Behind him are a team of people, who are all acting separately from the government.

In Spring 2022 the review will share ideas about how things should change.

The review is looking at the entire children's social care system, so from early help for families through to children who live in care, and those leaving care.

Children's social care is responsible for supporting and protecting children from harm. This includes providing children and their families with extra help. Where children are at risk of harm, social care is there to make sure they are kept safe.

The review is asking the question: How do we ensure children grow up in loving, stable and safe families and, where that is not possible, care provides the same foundations?

"Social workers made me sit in a room and talk to them but one social worker came to play with me instead of sitting around talking."

The Case for Change sets out the biggest problems in children's social care. We would like to know what you think about it. This will make sure that we have listened properly to everyone. So far we have listened through:

- MORE THAN 200 PIECES OF EVIDENCE.
- 700 CONVERSATIONS WITH CHILDREN AND YOUNG PEOPLE, ADULTS, AND CARE GIVERS.
- MORE THAN 900 BITS OF ADVICE.

"I haven't told anyone I am in care, there is too many stigmas and misconceptions 'there must be a reason they are in care.'"

All the anonymous quotes here are from care experienced children and young people who have participated in the review so far. There are also a couple from birth parents. It is vital that we listen to people with experience of children's social care.

Independent Review of Children's Social Care – 2021: 'The Case for Change'

Josh MacAlister - Chair of the independent review of children's social care:

"This Review is a chance to look afresh at children's social care. It will look at issues through the perspective of children and families throughout their interactions with children's social care, from having a social worker knock on the door, through to children being in care and then leaving care"

Independent Care Review – Market Study

Policy context

England

Children's social care system under review, through Independent Care Review.

Scotland

Implementation of The Promise following independent review of children's social care, including intention to eliminate for profit provision.

Wales

Commitments made in the Programme for government 2021 to 2026, including intention to eliminate private profit.

Challenges for children's placements in the independent sector

- Demand is outstripping supply
- Complex procurement arrangements e.g. dynamic purchasing vehicle, regional framework, tiered preferred provider system
- These arrangements are often not attractive to providers - many opting out
- In residential care in particular around half of all placements are bought outside of commissioned frameworks through spot purchase
- Market imbalance in favour of supply side providers
- LAs more and more cash strapped
- Current arrangements are not sustainable

Children and Social Work Act 2017

It includes provision about:

- Regulation and training of social workers in England
- Looked-after children, including care and adoption proceedings
- Safeguarding f children
- Children's social care

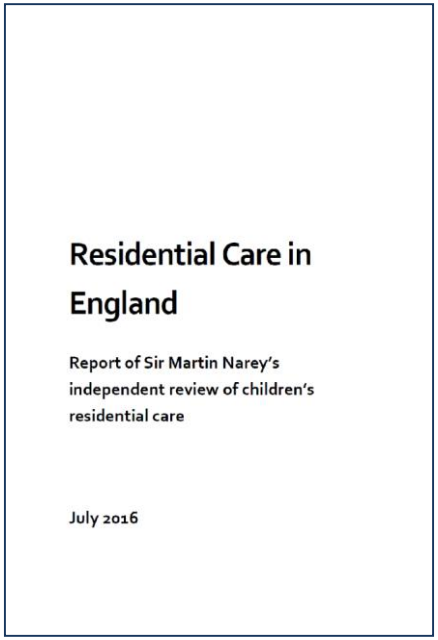
Putting Children First – Delivering our Vision for Excellent Children's Social Care

- Published July 2016.
- Broader than the Vision for Change (incorporates policy relating to looked after children, Troubled Families etc.).
- Includes intention to:
  - Legislate for a set of 'Corporate Parenting Principles' for LAC
  - Do a 'national stocktake' of placements to look at what's needed for foster care
  - Push the 'no wrong door' approach piloted in North Yorkshire referenced in Sir Martin Narey's review of Residential Care 2016 (key element is one key worker through multiple placements)

Adoption: A Vision for Change

- Published March 2016.
- Includes:
  - Stated firm plan to ‘regionalise the adoption system’
  - A new professional development plan for social workers in this field (Achieving Permanence)
  - A ‘Practice and Improvement Fund’ to be used to stimulate best practice in adoption
  - Continuation of the Adoption Support Fund (and extension to families with a Special Guardianship Order)

Residential Care in England


Residential Care in England

Report of Sir Martin Narey's independent review of children's residential care

July 2016

- Sir Martin Narey's independent review published in July 2016.
- Government response in December 2016.
- Commitments grouped around three strands:
  1. People and Leadership
  2. Practice and Systems
  3. Governance and Accountability

Foster care in England

- Independent report led by Sir Martin Narey and Mark Owers published in February 2018.

- It makes 36 recommendations for government, local authorities and independent fostering agencies including:
  - Ensuring foster carers are supported and included in decision-making;
  - Improving foster placement commissioning, and matching;
  - Greater stability and permanence for children and young people in foster care.

Key national drivers

- ✓ Integration
- ✓ Early Intervention
- ✓ Mental health and wellbeing / complex needs
- ✓ Innovation in digital or hybrid solutions
- ✓ Reducing inequalities and promoting social mobility, inclusion, and diversity
- ✓ Co-production

Anything else?

On your landscape

On your landscape

In breakout groups:

1. Identify up to three common key themes or aspects of the national agenda affecting your organisation/s or service area/s at the moment.
2. What are the implications of each of these themes for you as commissioners? What are the key challenges? Opportunities?
3. Be ready to feedback to the wider group your 3 ‘themes’ and 1 challenge and 1 opportunity