



Certificate of Credit in Commissioning & Purchasing for Public Care

Module 2 Session 1

Northamptonshire Children's Trust

November 2021

Welcome back



Working online – hints/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

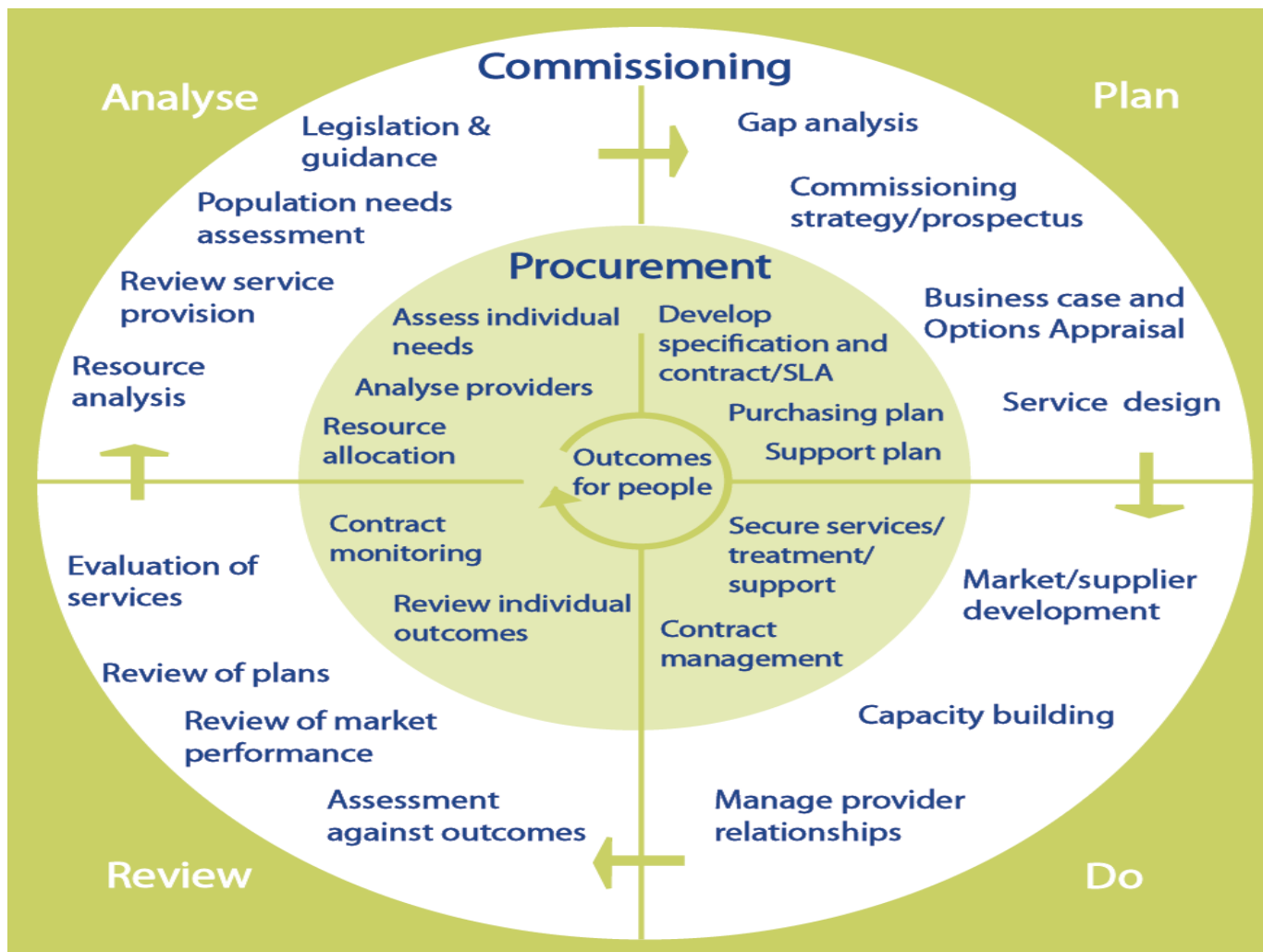


Raise your hand or click the hands up symbol if you want to speak in discussions



Be on time for breaks

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Sessions 1 – 8 will cover

- The national and local agenda
- What is commissioning and how well are we doing it?
- Needs and resource analysis – part 2: ✓
- Planning and options appraisal - ✓
- Market shaping - ✓
- Accreditation – overview
- Commissioning for outcomes
- Contract management and procurement
- Monitoring and review
- Person centred approach to commissioning
- Delivering change
- Commissioning skills

All set within NCT's Strategic Framework.....



Strategic Framework

Vision

**Children, Young People and Families at the heart of all we do
- in every action we take and every decision we make.**

Our Commitment

(co-produced with children
and young people)

**What we do today affects your tomorrow, we promise to
walk side by side with you**

Outcomes Framework

Live safe,
be safe

Fulfil
potential

Develop
resilience

Enjoy good
health and
wellbeing

Conditions for Success

Processes

Communication

Environment

Culture

Partnerships

Empowerment

People

Tools

and underpinned by your values.....

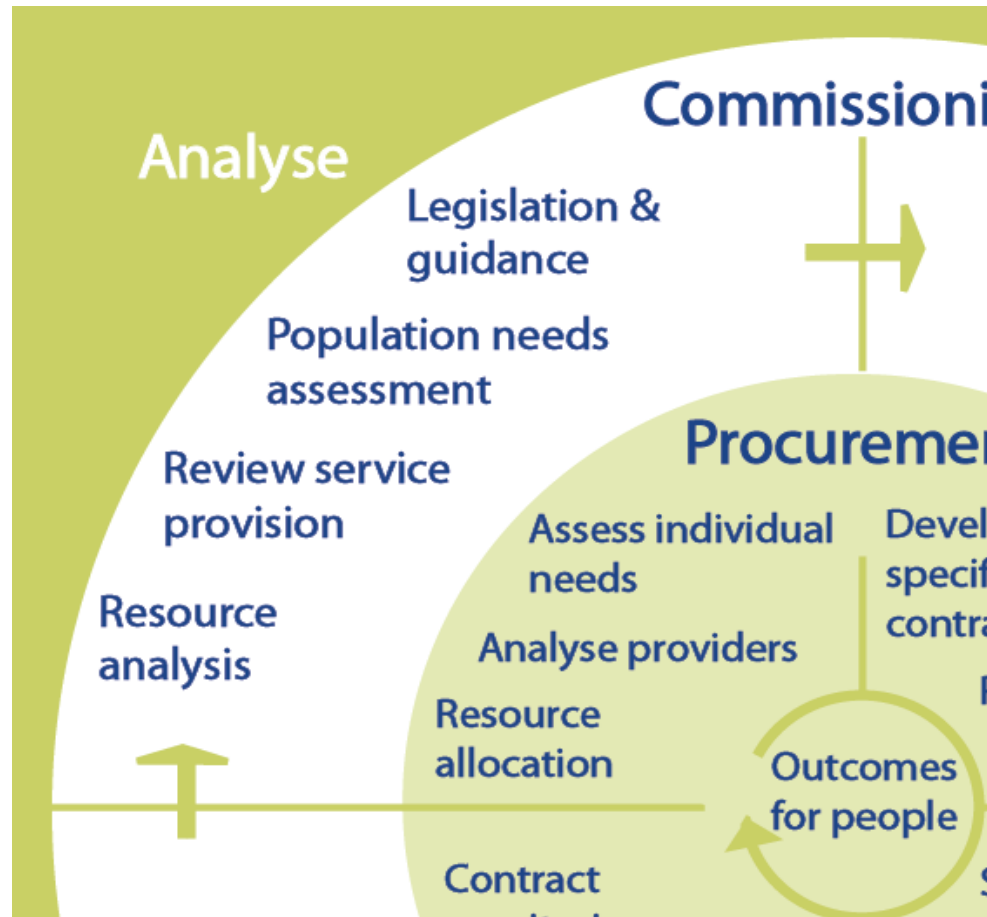
- ❖ **Be child focused and work with the whole family**
- ❖ **Make a difference with trust and integrity**
- ❖ **Concentrate on the best solution**
- ❖ **Act with respect, kindness and compassion**
- ❖ **Communicate well**

focused on the following strategic priorities.....



Needs and Resource Analysis (part 2)

Analyse



Who are the populations we need to identify?



**Current
Population**



**Future
Population**



**Targeted
Population**

Target population need groups

Group 1: Early Help

Group 2: Children with Disabilities

Group 3: Children in Care

Using data intelligently

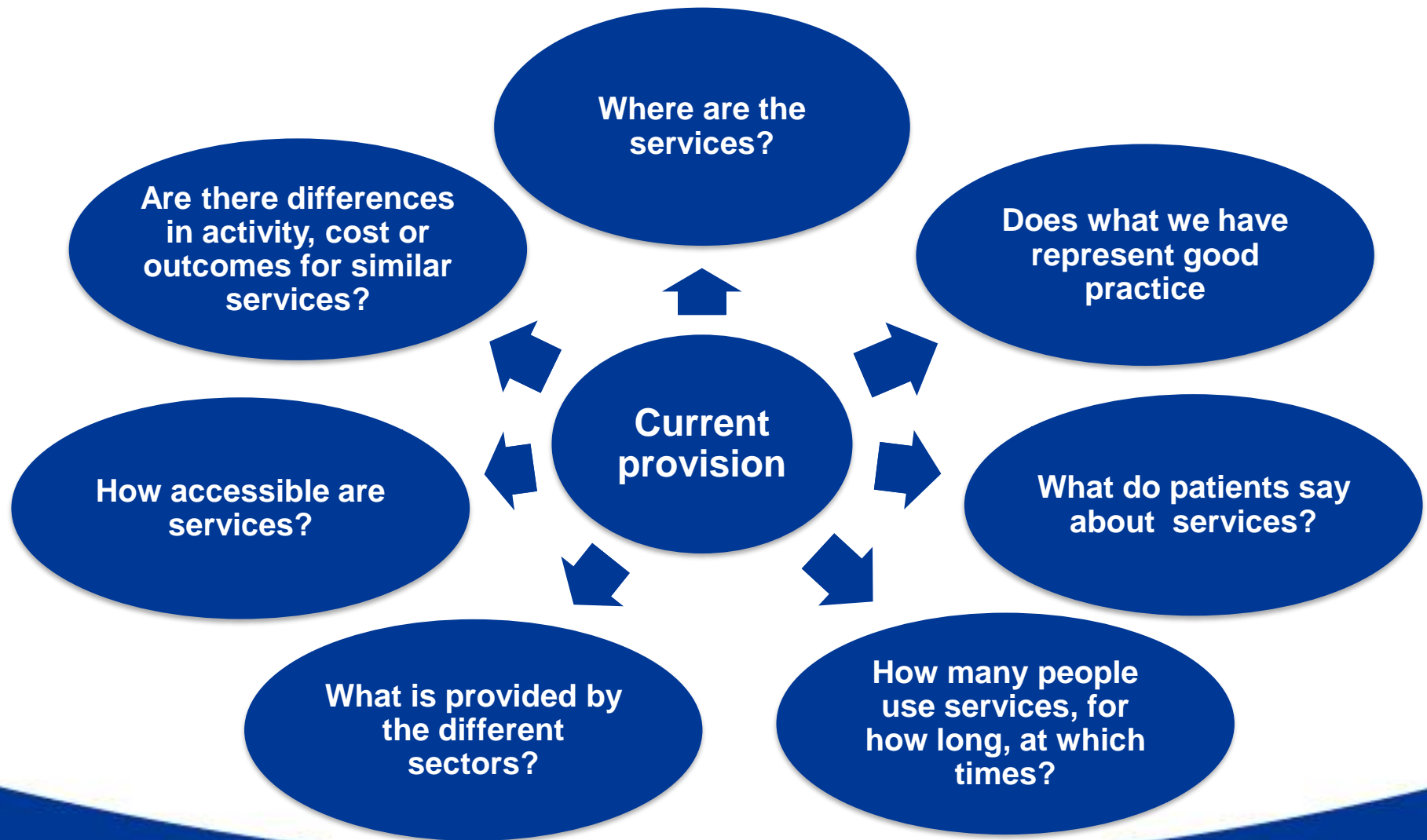
- Trends can be changed by better utilising intelligence from research, best practice and service user experience
- This can help us understand:
 - Resilience / protective factors
 - Risk factors



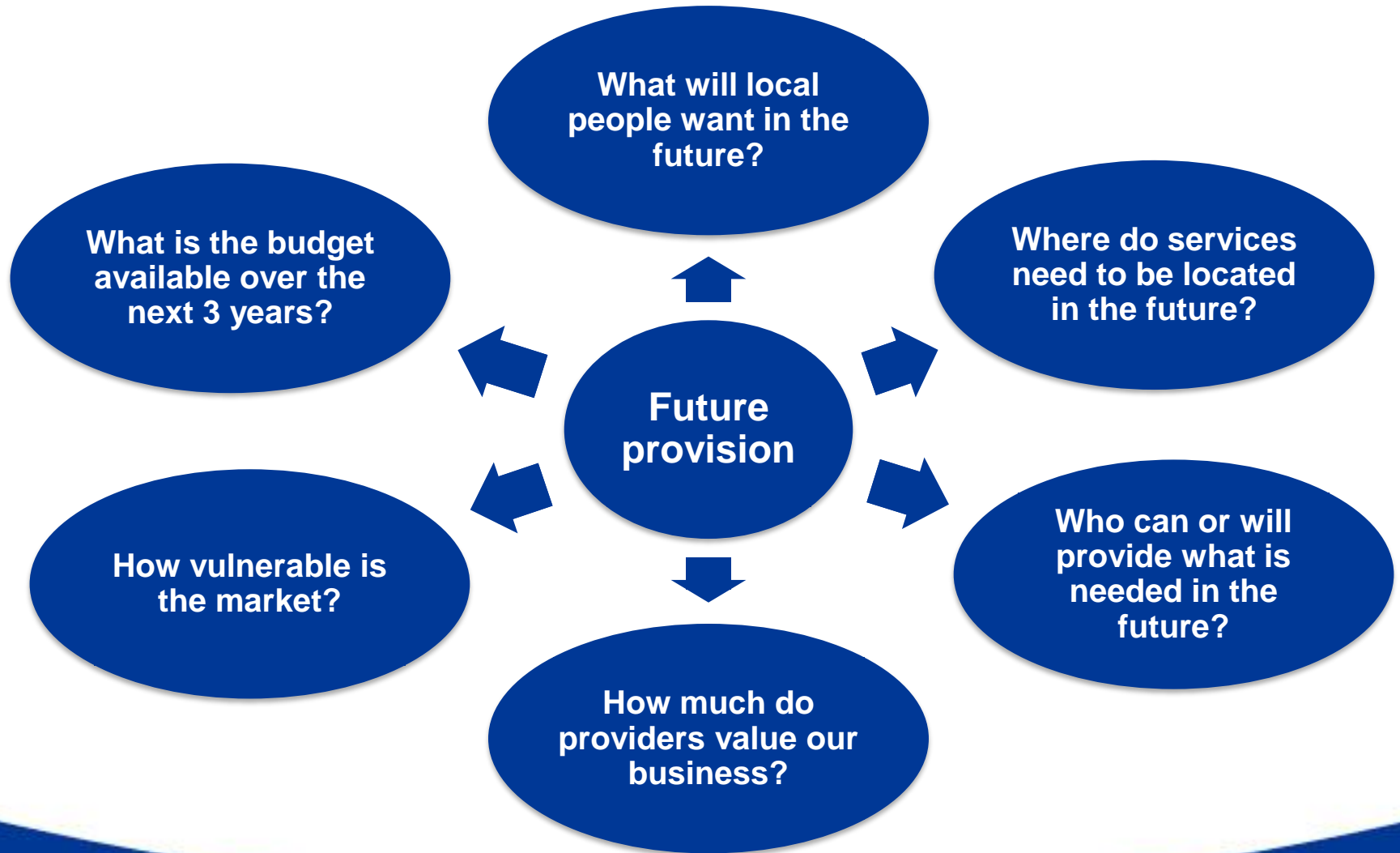
Matching resources to needs



Do we know

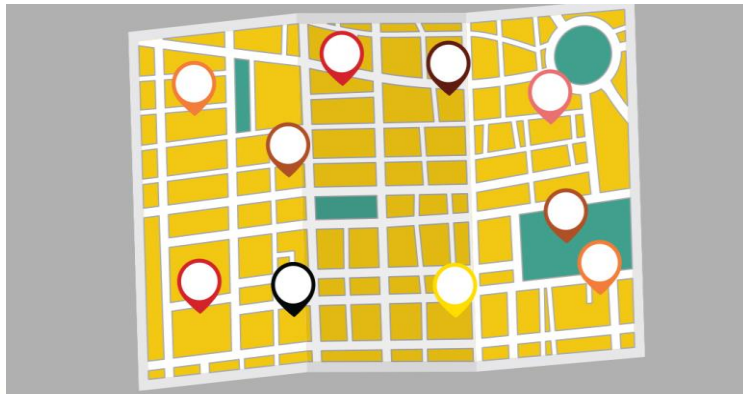


Can we find out



Community Asset Mapping

- A process where participants make a map or inventory of the resources, skills and talents of individuals, associations and organisations.
- Discover and assemble the links between the different parts of the community, associations and agencies.
- The knowledge is used to revitalise relationships and mutual support, rebuild communities and neighbourhoods, and rediscover collective power.

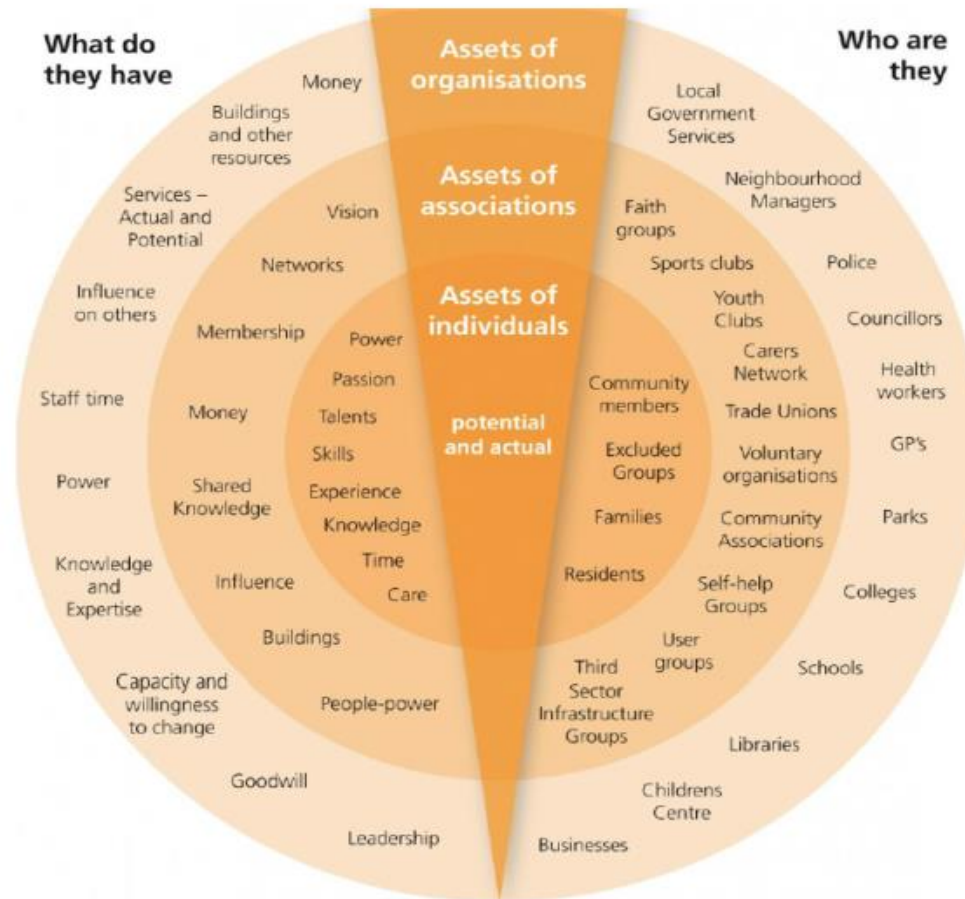


Brighter Futures Together Toolkit

The importance of asset mapping

- The Care Act:
 - Places well-being at its heart: primary responsibility of LAs is the promotion of individual well-being of both those with care needs and carers
 - Shifts responsibility from providing services to meeting needs
 - Focuses on the need for services to be preventative, and stresses the importance of using existing strengths and assets of individuals and communities – an assets-based approach

As asset mapping tool



Source: Institute for Healthcare Improvement

Exercise

- Use the asset mapping tool to inform your commissioning approach in addressing the needs of a 'target population' within your group.
- Is your commissioning task about:
 - More intervention/less intervention?
 - Facilitating change?
 - Remodelling existing service provision?

Target population need groups

Group 1: Early Help:

Delia/Jemma/Sally/Paul/Diana

Group 2: Children with Disabilities

Lucy/Sharon/Jonsey/Sarah B/Jasmine

Group 3: Children in Care

Robin/Claire/Deborah/Sonia/Sarah W

More information

- Department of Health (2013) Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies

<https://www.gov.uk/government/publications/jsnas-and-jhws-statutory-guidance>

- NHS Confederation Briefing (2011) JSNA: A vital tool to guide commissioning

- LGA JSNA Toolkit

http://www.local.gov.uk/web/guest/health/-/journal_content/56/10171/3511245/ARTICLE-TEMPLATE

- Public health observatory network

www.apho.org.uk

More information

- NHS information centre

www.ic.nhs.uk

- IPC POPPI and PANSI systems

www.pansi.org.uk / www.poppi.org.uk

- Anticipating future need

http://www.csed.dh.gov.uk/_library/Resources/CSED/CSEDProduct/Anticipating_Future_Needs_Toolkit.pdf

- DfE (2010) How to: map resources

<http://www.education.gov.uk/childrenandyoungpeople/strategy/a0065946/procurementskills>

Planning and Options Appraisal

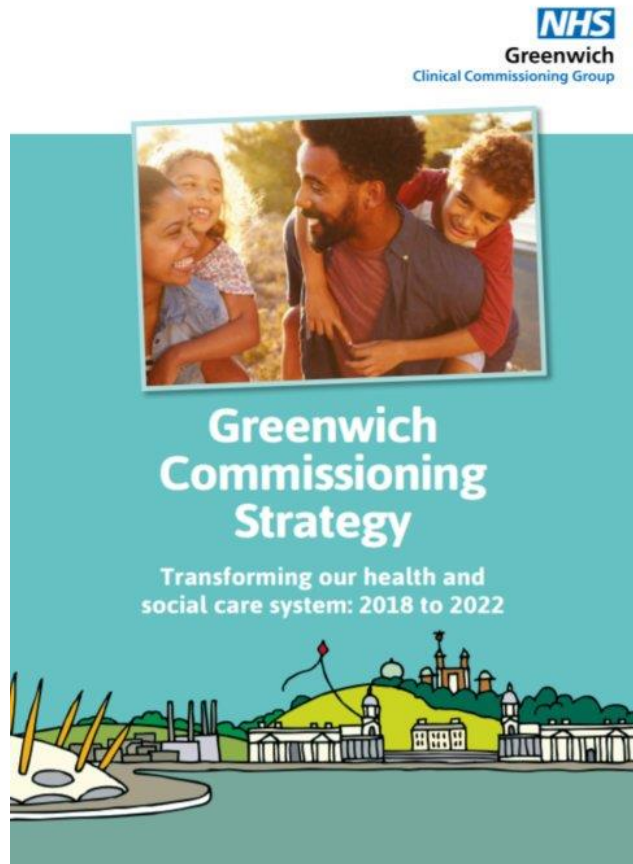
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Commissioning activity product(s) might be...

- ✓ Commissioning strategy
- ✓ Business case
- ✓ Options appraisal
- ✓ Risk assessment
- ✓ Equality Impact Assessment
- ✓ Market position statement (MPS)
- ✓ Others?

What is a commissioning strategy?



It is a statement....

...of how you are going to effect change in the overall configuration of services across a market to meet the needs of the client group.

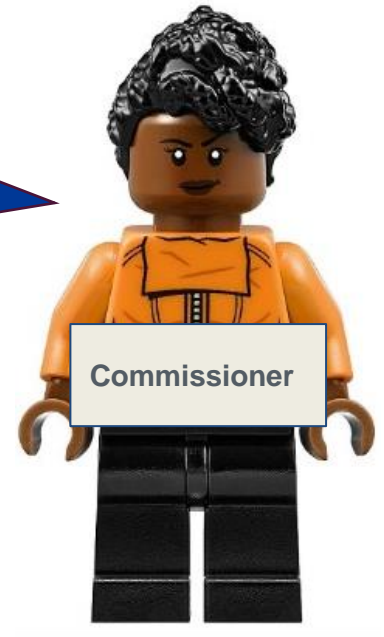
What is a Business Case?

“The business case provides justification for undertaking a project...its purpose is to obtain management commitment.”

APM Body of Knowledge 5th edition

Two key types of business case:

- Outline Business Case (OBC)
- Full Business Case



What is a Business Case?

Outline Business Case (OBC)



Full Business Case

- sets out the preliminary thoughts regarding a proposed service
- should contain the information needed to help the organisation make decisions regarding the adoption of the project
- should state envisaged outcomes, benefits and potential risks associated with the proposal

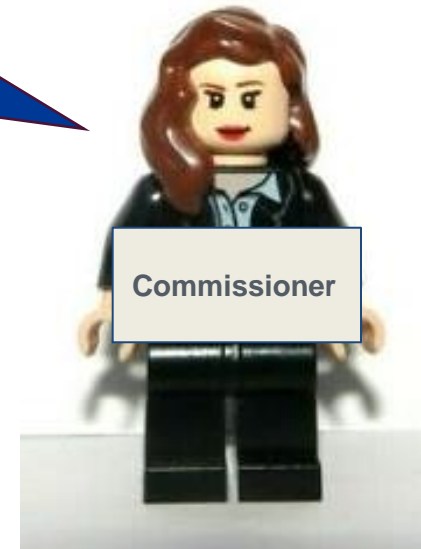
(Assoc of Colleges UK 2012)

- a management tool, developed over time as a living document as a proposal develops
- summarises research and analysis needed to support decision making in a transparent way and summarising objectives, the key features of implementation management and arrangements for evaluation

(NHSE 2013)

How do you use business cases?

- How are your business cases used in your area?
- What are the key elements you would expect to see in a business case which includes an options appraisal?



Options appraisal

“The process of defining objectives, examining options and weighing up the costs, benefits, risks and uncertainties of those options before a decision is made.”

HM Government: Green Book

Options appraisal

An effective option appraisal will include an assessment of:

- Project costs, benefits and risks;
- Whether the project benefits are worth the cost and the risk;
- The best option that will deliver the desired outcomes, at the right time, at an acceptable cost and level of risk;
- Whether there is adequate baseline information to allow a post-project evaluation to be carried out; and
- The future of the project.

(2009) RICS - Asset Management Best Practice: Making the Right Choices

Options appraisal - tips



- Ensure evidence-based and beware of bias
- Make a realistic appraisal of risks, benefits and costs
- Include reference to the financial implications of options
- Where appropriate, use a recognised methodology e.g.
 - Cost benefit analysis (CBA)
 - Social Return on Investment (SROI)
 - Multi-criteria Analysis (MCA)

Exercise – options appraisal

In your breakout groups:

- Read through the allocated options appraisal methodology in the IPC paper
- Prepare a short summary of your allocated methodology to feed back to the whole group
- Bring the method ‘to life’ by applying it to a commissioning scenario you’re familiar with

Options appraisals

- **Breakout Room 1: Cost Benefit Analysis (CBA)**

Delia/Sarah B/Jasmine/Robin/Claire

- **Breakout Room 2: Multi-Criteria Analysis (MCA)**

Jemma/Sally/Sharon/Jonsey/Deborah

- **Breakout Room 3: Social Return on Investment (SROI)**

Paul/Diana/Lucy/Sonia/Sarah W

it's

o'clock

Trusted partner in public care



What is a risk assessment?



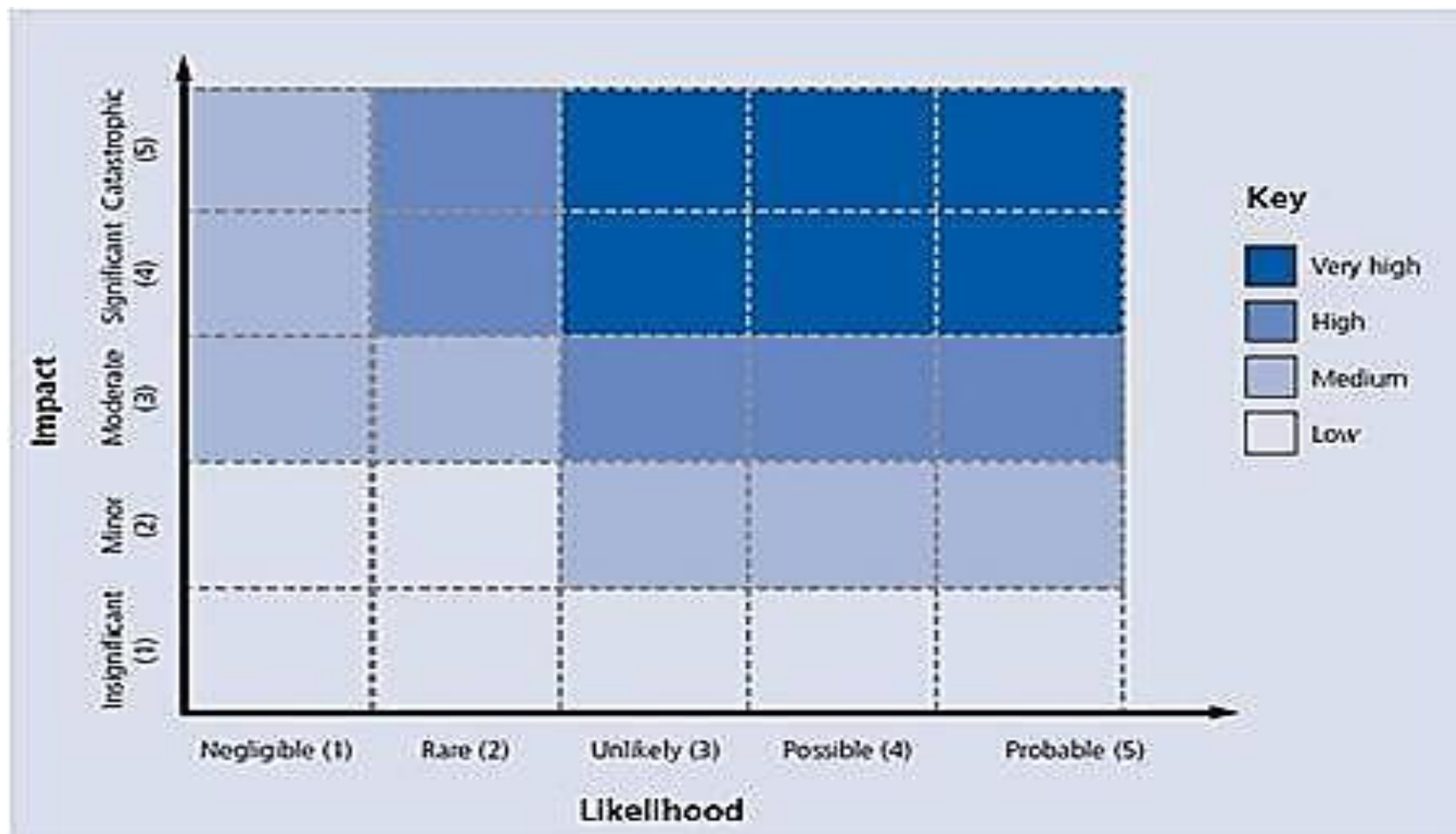
“A systematic process of evaluating the potential risks that may be involved in a projected activity or undertaking”.

Oxford English Dictionary

Key risk assessment questions to ask

- What is the effect on the provider?
- What is the impact on other services?
- How will this impact on children, young people, families, service users and carers, and to what extent?
- Will this effect the working relationship between the provider and the Council?
- Will this alter the current market place?
- What will be the impact of doing nothing?
- What would be the effect of doing this now v introducing a phased approach?

Managing risk



Equality Impact Assessments – just a tick box exercise?

The court held that the council breached its Public Sector Equality Duty under section 149 of the 2010 Act by failing to carry out a formal equality impact assessment (EIA) to assess the effect of the policy on those persons with disabilities who relied on the service, adding that a scoping exercise which was later carried out had “all the hallmarks of a tick-box exercise” completed after the decision had been taken.

Fitness for purpose checklist

- Is the business need clearly stated?
- Have the benefits been clearly identified?
- Is the reason for and benefits of the project consistent with the organisation's strategy?
- Is it clear what will define a successful outcome?
- Is it clear what the preferred option is and why?
- Where there is an external procurement is it clear what the sourcing option is?
- Is it clear how the funding will be put in place?
- Is it clear how the benefits will be realised?
- Are the risks faced by the project explicitly stated and are there plans to address them?

Develop an outline business case

In relation to your target population group, prepare an outline business case, which:

- ✓ Draws on your analysis of need/resources and community assets
 - ✓ Identifies your preferred commissioning option taking account of any risks and how they might be mitigated
-
- Present a 2/3 minute summary of your outline business case.

Target population need groups

Group 1: Early Help:

Delia/Jemma/Sally/Paul/Diana

Group 2: Children with Disabilities

Lucy/Sharon/Jonsey/Sarah B/Jasmine

Group 3: Children in Care

Robin/Claire/Deborah/Sonia/Sarah W

More information

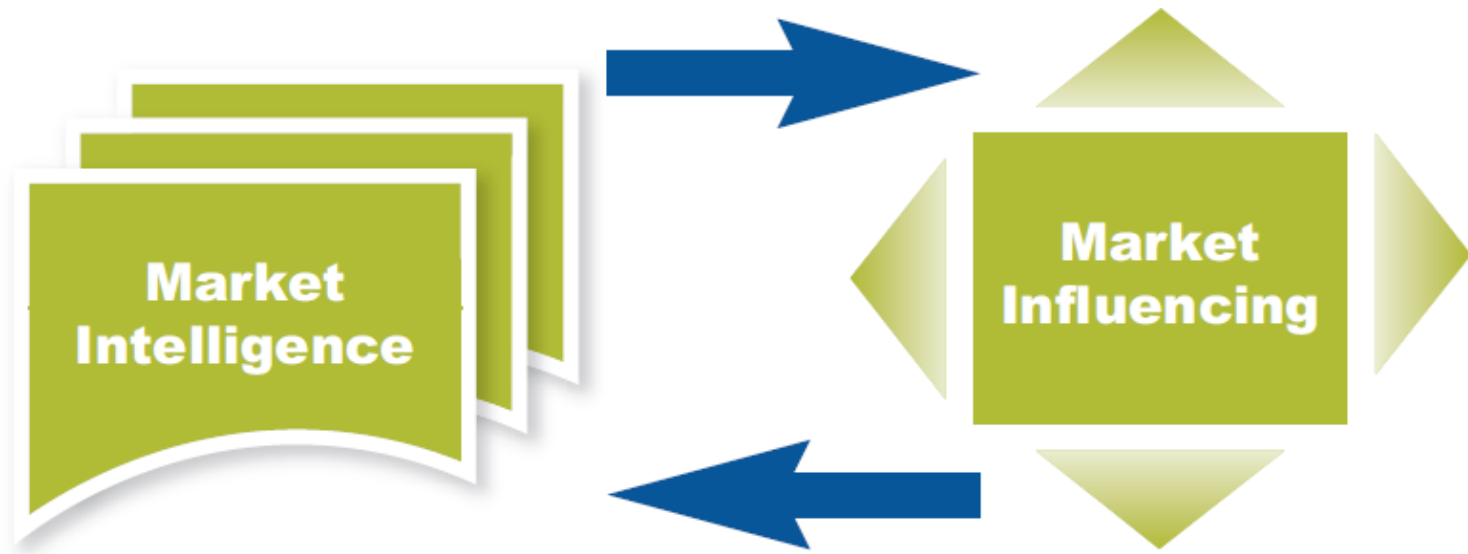
- [HM Treasury Green Book](#)
- [Health and Social Care Information Centre](#)
- [Mersey Care NHS Trust](#)
- North West London [Integrated Care Pilot Business Case](#)
- A Practical Guide to Commissioning Services for Young People. Part 4: Business Case and Options Appraisal
- IPC: [Three techniques to support options appraisal](#)
- [IDeA Guidance Paper](#)

Market Shaping

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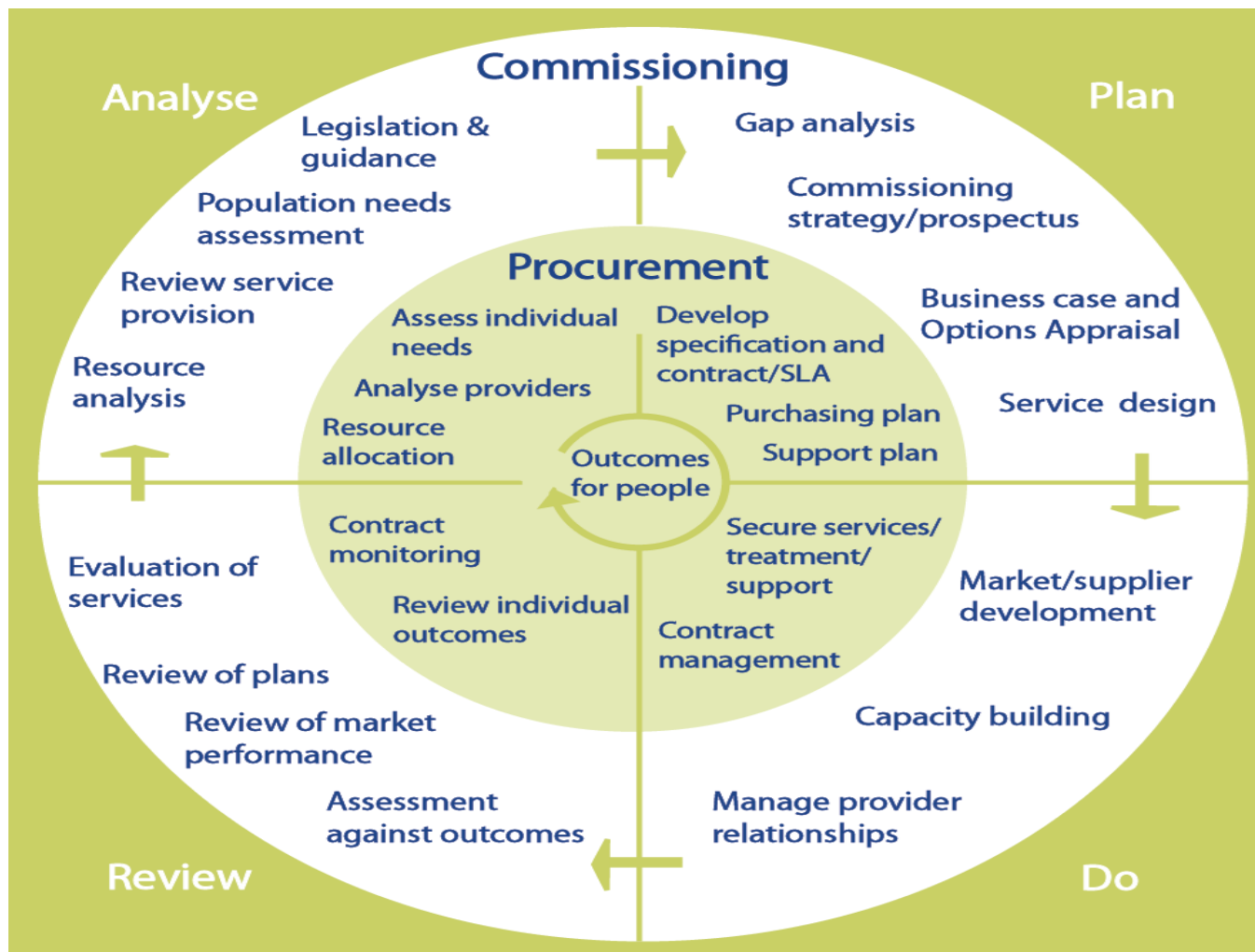
Key components of market shaping



Activities which seek to understand the market – published in an MPS

Activity taken to influence current and future range of supports/services - intensions published in an MPS

Institute of Public Care

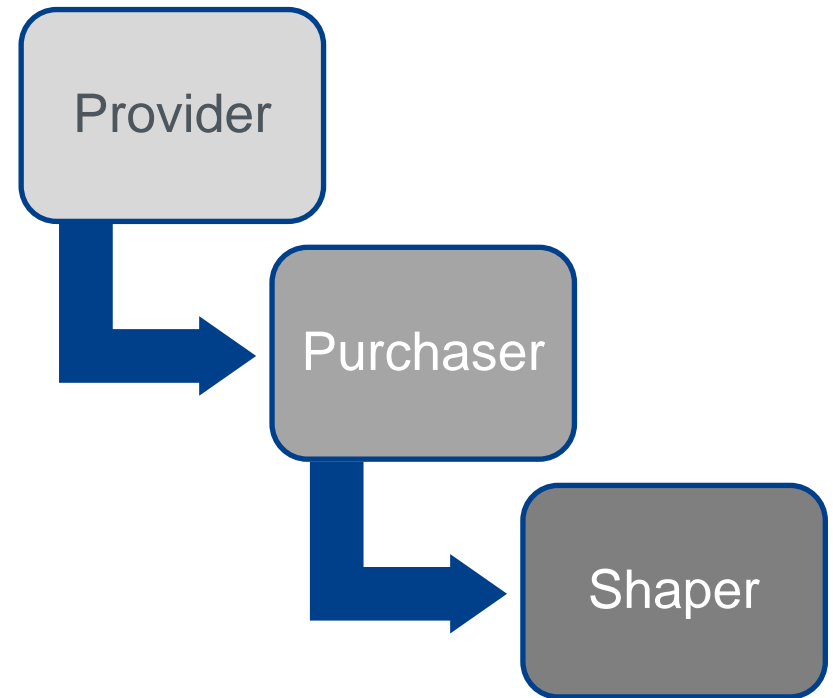


The 'sufficiency duty' in children's services

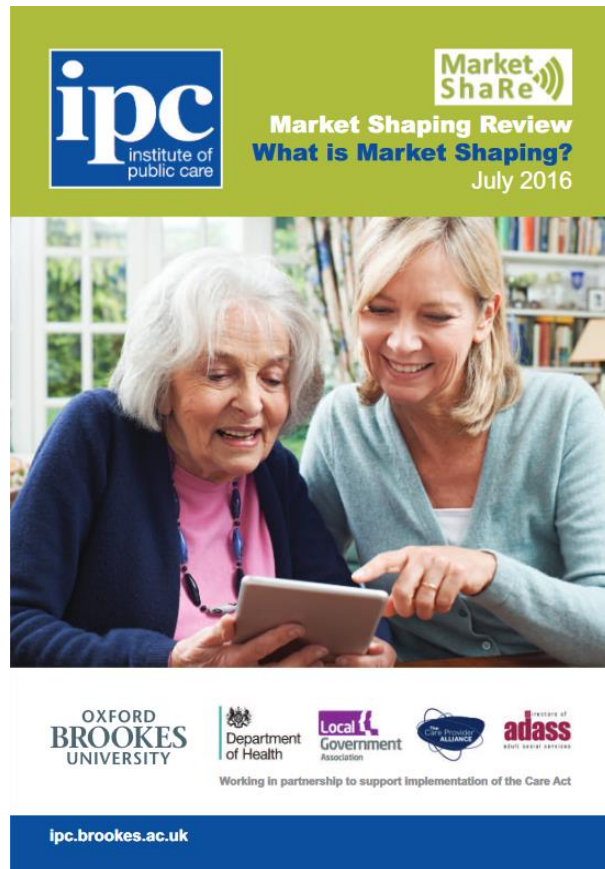
- Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Wellbeing (2012)
- Statutory Guidance on Securing Sufficient Accommodation for Looked After Children (2010)
- Statutory Guidance for Local Authorities in carrying out their Childcare Sufficiency Duties (2010)
- Children and Families Act 2014 – including the local 'information and advice offer'

A duty towards care markets

- The Care Act (2014) places new duties on local authorities to promote the efficient and effective operation of the care market as a whole
 - ✓ Sustainable
 - ✓ Diverse
 - ✓ Quality



Market shaping review



- Guidance on market shaping
- MPS good practice and checklist
- MPS database
- Market shaping across councils
- Place-based market shaping
- Individual purchasing

Market
ShaRe

<http://ipc.brookes.ac.uk/what-we-do/market-shaping.html>

What is market shaping?

Market shaping means the local authority collaborating closely with other relevant partners...to encourage and facilitate the whole market in its area for care, support and related services.

Support Statutory Guidance, Section 4.6



Who shapes the market?



Market Intelligence

“The core activities of market shaping are to engage with stakeholders to develop understanding of supply and demand and articulate likely trends that reflect peoples’ evolving needs and aspirations...”

Market intelligence

Market intelligence can (or should) be used in a number of ways. For example:

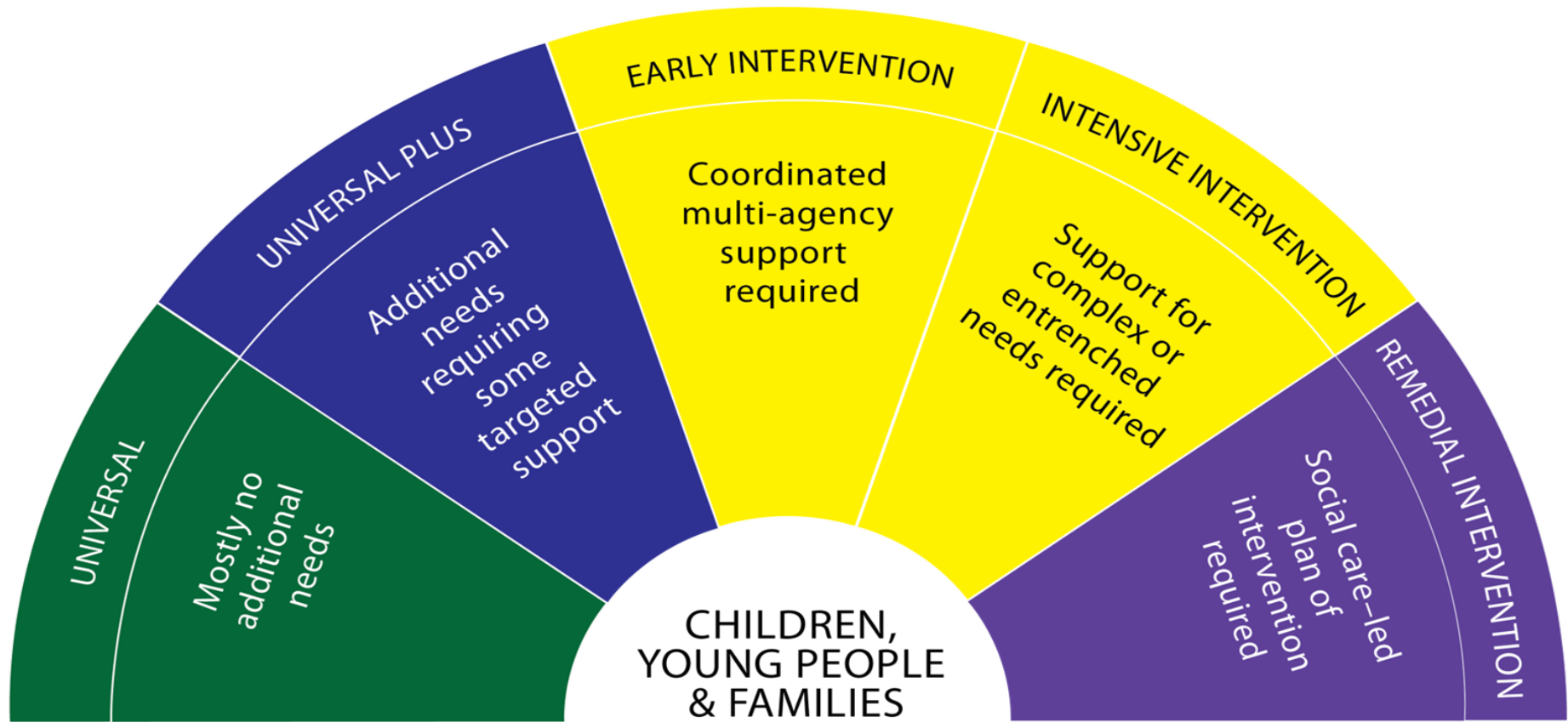
- Informing commissioning and procurement practice by establishing the nature, gaps in and quality of supply in different market segments and the aspirations of those providers
- Enabling providers to better understand their competitors, gaps in supply and opportunities
- Underpinning market oversight and contingency planning arrangements



Children's social care market in England

- English councils spent £8bn on children's services in 2017-18 (£3bn gap)
- There were 404,710 children assessed as in need of services or protection in 2018
- At 31 March 2018 there were 75,420 looked after children, an increase of 4% on 2017
- 78% of children looked after at 31 March 2018 were in foster placements
- In 2018 there were 2209 registered children's homes in England:
 - 423 run by local authorities
 - 1786 run by private providers

What does the market look like?



What are the characteristics of your local market/s?



In your target population groups:

- Thinking about your target groups list a mix of three types of key provider services
- Against each identify a strength and a weakness (e.g. levels of expertise, geographical spread, financial sustainability, cultural issues, service models)
- What would a 'good', 'inclusive' and 'sustainable' children's services market look like for you in Surrey?

Target population need groups

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Group 2: Children with Disabilities

Lucy/Sharon/Jonsey/Sarah B/Jasmine

Group 3: Children in Care

Robin/Claire/Deborah/Sonia/Sarah W



Taught Sessions: dates in your diaries/calendars

- **Module 2:**
 - ❖ Session 2: 30th November '21
- **Module 3:**
 - ❖ Session 1: 12th January '22
 - ❖ Session 2: 19th January '22
- **Module 4:**
 - ❖ Session 1: 26th January '22
 - ❖ Session 2: 2nd February '22

‘Homework’

If you can.....find a few minutes to:

Any NCT examples of outcomes based commissioning approaches you’re taking.

Your reflections on today



Contact us

- <https://ipc.brookes.ac.uk>
- **ipc@brookes.ac.uk**
- **@IPC_Brookes**
- **01865 790312**