

Driving improvement and innovation in care

Certificate of Credit in Care Purchasing and Brokerage

Session 1

13th April 2021



The Institute of Public Care

- We are part of Oxford Brookes University
- We work with our clients to deliver better health and social care outcomes
- We use our professional experience and academic rigour to drive improvement and innovation, and to generate new learning for the benefit of people, organisations and communities

The Commissioning Alliance

- The Commissioning Alliance supports Local Authorities to effectively commission services for their most vulnerable residents in social care, education and housing.
- Enabling people and organisations to achieve more together.
- Delivering with openness, transparency and honesty, building trust across markets.

About the course

- **New certificated course for Children's Social Care Placement Officers**
- **Developed by the Institute of Public Care in partnership with the Commissioning Alliance in response to a gap in training provision for this group of staff**
- **Balances theory with current practice examples and interactive learning and discussion**

Aims and learning outcomes

The aim of this programme is enable participants to understand the essential elements of a children's placement officer role and to share knowledge and best practice. By the end of the training participants will have a better understanding of:

- the needs of looked after children, duties of local authorities, the placement market, regulation
- best practice in commissioning and procurement
- How to manage referrals and negotiate with providers
- The importance of contract management and monitoring and recording data
- How to support good transitions

Units 1 – 8 will cover

- **Context – demand and supply ✓**
- **Commissioning – what is it and your role ✓**
- **Managing referrals**
- **Purchasing and Procurement**
- **Negotiation skills**
- **Contract management**
- **Contract monitoring – using data**
- **Transitioning arrangements**

Dates in your diaries/calendars

- **Units 1 & 2: 13th April 2021**
- **Units 3 & 4: 20th April 2021**
- **Units 5 & 6: 27th April 2021**
- **Units 7 & 8: 4th May 2021**
- **Assessment support session: tbc**

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

Learning climate

- **Learning climate:**
 - **Be present**
 - **Be open to new ideas and learning**
 - **Share information and experience**
 - **Confidentiality within the room**



Group session

- Introduce yourself – name, role, organisation
- What you are hoping to get out of the course

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Context: Demand and Supply for Children's Placements

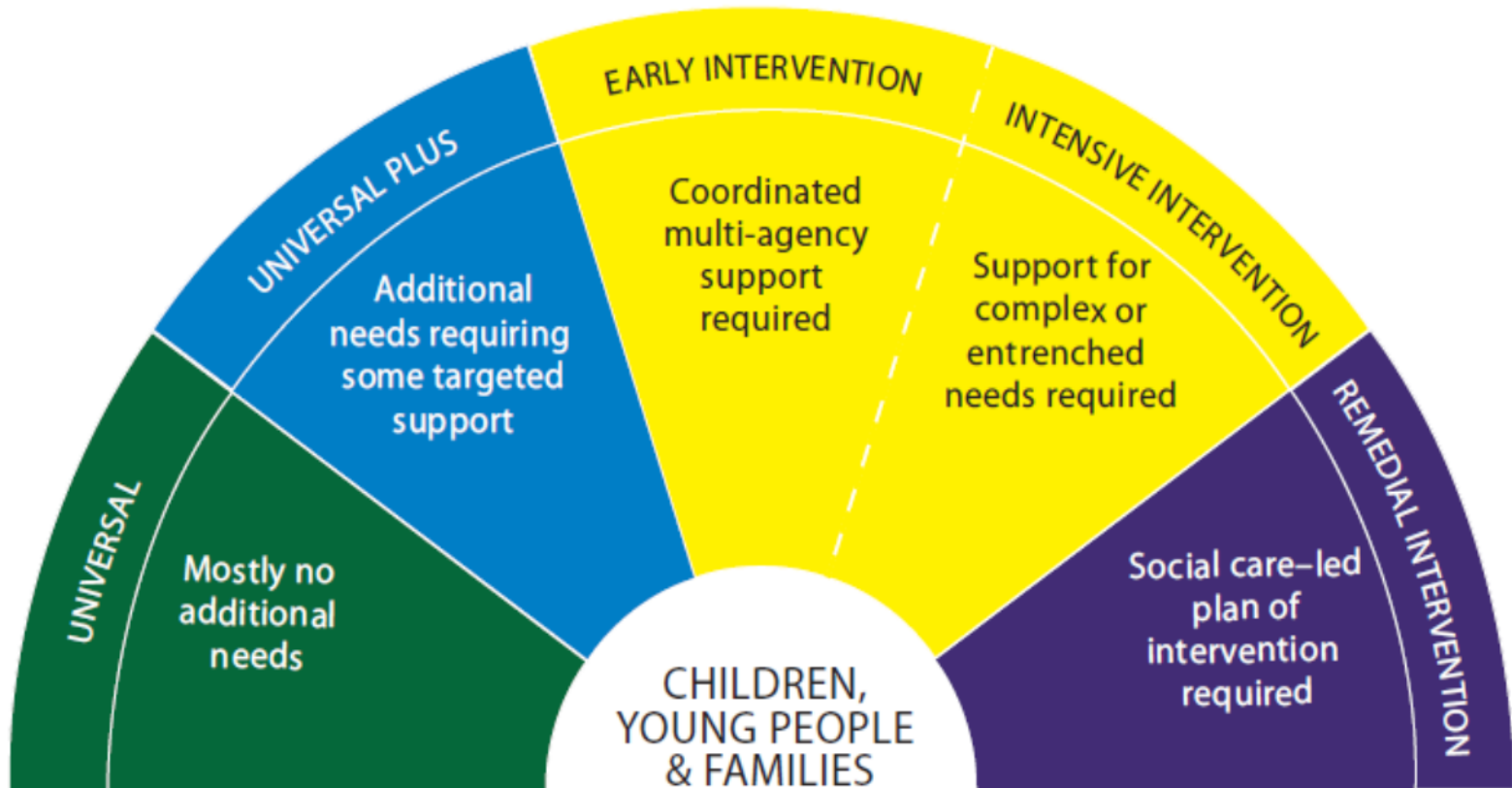


Setting the scene



- All local authorities, across the UK, have legal duties to safeguard and promote the welfare of all children in their area. The type of support will vary according to individual family need and circumstances
- A *Section 47* enquiry means that Children's Social Care must carry out an investigation when they have 'reasonable cause to suspect that a child who lives, or is found, in their area is suffering, or is likely to suffer, significant harm'

The spectrum of need



DfE (2016) Putting children first. Delivering our vision for excellent children's social care



Commissioning Alliance

- ***“Where a child’s birth family cannot meet their needs, it is the role of the children’s social care system to create the safe stable and nurturing relationships and home environment that children need whether through adoption, foster care, family and friends care or residential care. For these children the state becomes their corporate parent”***



Corporate Parenting Principles

- to act in the best interests, and promote the physical and mental health and wellbeing of those children and young people;
- to encourage those children and young people to express their views, wishes and feelings;
- to take into account the views, wishes and feelings of those children and young people;
- to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- for those children and young people to be safe, and for stability in their home lives, relationships and education or work;
- to prepare those children and young people for adulthood and independent living

What are current trends around children coming into care?

The number of children in care is rising. Between 2010-11 and 2017-18 the number of children in care at year end increased by 15% to 75,420 children (National Audit Office 2019)

Numbers likely to rise still further due to the 'COVID effect'

With carers shielding and recruitment slowed we will continue to rely on Residential homes to fill the gap.

Their needs have become more complex. Is this your experience? Have Placement costs increased?

local authorities now provide only 55% of all placements for children in care in England (IPC 2020). The rest are now externally provided

Children's placements – Fostering

- Over 72% of all looked after children are fostered (IPC 2020)
- large amount of fostering is provided in-house but there has been a steady increase in amount of fostering provided by private and voluntary sector

Children's placements – Residential Care



- Residential provision is predominately provided (75%) by external/independent providers (IPC 2020)
- There has been an increase in the use of residential care, and this has exposed the lack of suitable placement capacity available to local authorities: only 32% of local authorities report that they have access to enough residential homes for children aged 14 to 15 years, and 41% for those aged 16 to 17 (National Audit Office 2019).

Who regulates children's placements (1)?



- Ofsted is responsible for regulating children's residential care providers and fostering agencies
- Children's residential care providers and fostering agencies must meet a range of legal requirements including national minimum standards; this includes a requirement to register with Ofsted. See Care Standards Act 2000
- But some children in care end up in unregulated provision see Children's Commissioner report Sept 2020

Who regulates children's placements (2)



- If a residential care provider provides some types of healthcare, they may need to register with and be regulated by CQC, eg SEND residential placements
- CQC and Ofsted conduct joint inspections to see how well local areas fulfil their responsibilities for children and young people with special educational needs (SEND) and/or disabilities
- Question – are you aware of local inspection reports by Ofsted / CQC and how do you use these?

Spending on children's placements

- The cost of children in care is rising. Local authorities budgeted to spend £4.2 billion on looked-after children in 2018-19, which is £350 million (9.1%) more than they budgeted to spend in 2017-18 (National Audit Office 2019)
- in 2016 an independent review found that an absence of successful commissioning was resulting in different local authorities paying widely different prices for the same standard of residential care (National Audit Office 2019)

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

Activity: In small groups

- What are the strengths and weaknesses of your local placements market?
- Each group to feedback 3 strengths / things that are working well and 3 weaknesses/things that could be improved

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Commissioning: What is it and how do placement staff contribute?

What is commissioning?

Commissioning is a broad concept and there are many definitions. Most include:

- **assessing the needs of a population;**
- **setting priorities and developing plans to meet those needs in line with local and national targets;**
- **securing services from providers to meet those needs and targets;**
- **monitoring and evaluating outcomes;**

Commissioners are not just those with “commissioning” in their job title – but includes everyone who contributes to the commissioning process.

Procurement and contracting are...

Procurement is the process of acquiring goods, works or services from (usually) external providers/suppliers and managing these through to the end of contract.

Contracting is the process of negotiating and agreeing the terms of a contract for services, and on-going management of the contract including payment and monitoring.

Focussing on outcomes

“Public service commissioners are under increasing pressure to demonstrate the impact of their services on the beneficiary in terms of the outcomes achieved. To do this, they will need to focus on the impact on the service user and what has been achieved, rather than just how time and money have been spent”

Social Finance (2015:2)
Commissioning for outcomes across children’s services and health and social care.



Things people like about an outcome-based approach



- Based on the person's desires, not service led.
- Holistic approach.
- Fits with person centred approaches; puts the individual at the centre.
- Empowers service users and promotes self advocacy.
- Emphasises evidence based practice.
- Focuses on needs and seeks positive interventions to provide better outcomes.
- It facilitates a co-productive approach using person's assets as well as services or support.

Purchasing



Commissioning Alliance

- May require a fundamental re-think of business model and operation for providers.
- Can we:
 - ❑ Stop paying for outputs?
 - ❑ Continue to ensure user choice and personalisation?
 - ❑ Attribute the outcomes obtained by a patient/service user to the input of a single provider?
 - ❑ Give organisations who provide services incentives for doing better than the agreed outcomes, and disincentives if they don't?

What works in implementing an outcome-based approach



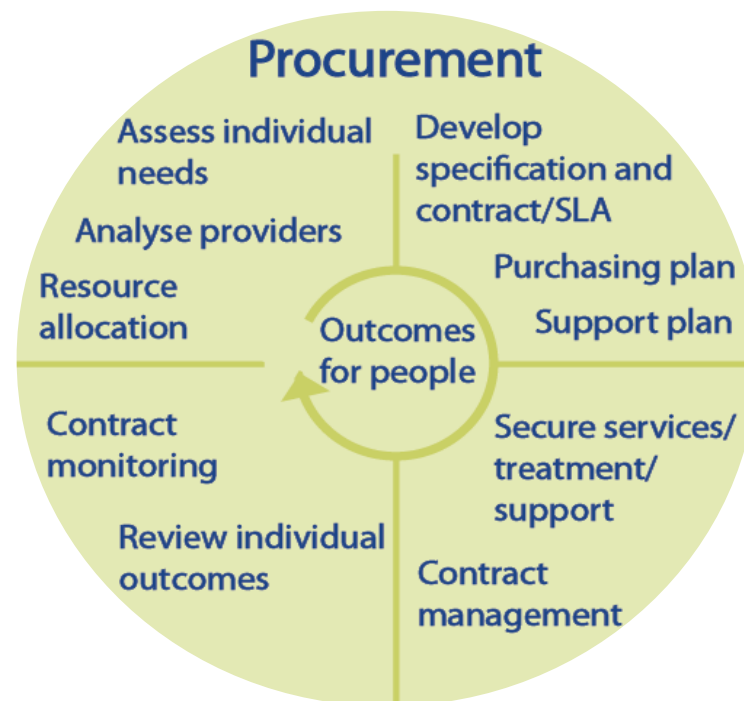
- **Developing trust and enabling providers to have the skills and knowledge to deliver the right outcomes in the most appropriate way**
- **Make payment and performance management processes clear and simple**
- **Develop common understanding and engagement across assessment staff, providers, carers and their families of the importance of taking an outcomes approach**

IPC (2015) Emerging practice in outcome-based commissioning for social care

The Institute of Public Care Commissioning Cycle



- **Analysis** - assessment of service user needs, allocation of resources, and analysis of provider strengths and weaknesses
- **Planning** - by designing specifications (care plan), deciding contract type and terms, and developing purchasing plans
- **Doing** – secure a placement, put in place individual placement agreement / contract and carry out contract management
- **Reviewing** – carry out contract monitoring – checking whether individuals' outcomes in support plans have been met



Activity: self assessment

Complete the template for your organisation, score from 1-5

- **Which parts of the cycle / activities and tasks do you think your organisation is doing well / less well?**
- **Share with your group**
- **Feedback to the whole group**

‘Homework’

Complete self assessment for your organisation

Bring examples of anonymised referrals to share

Your reflections on today



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