

## 1. EXECUTIVE SUMMARY OF APPENDIX 1

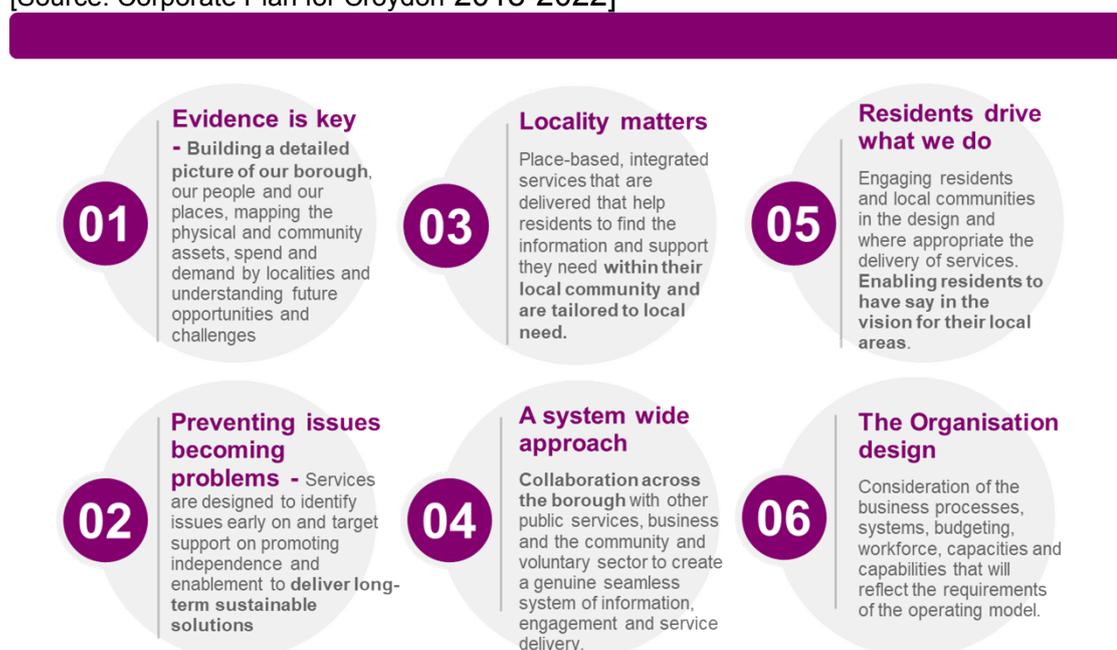
- 1.1 This report sets out the Council's commissioning principles by which strategic commissioning priorities are set.
- 1.2 The high level strategic commissioning intentions for the Children, Families and Education Department and the Health, Wellbeing and Adults Department for 2019/20 are detailed in this report.
- 1.2 The Joint Commissioning Executive, Task and Finish Group, identified a number of areas for potential joint commissioning between the Council and the CCG. These areas are identified in the Health and Wellbeing covering report which should be read in conjunction with this report.

## 2. DETAIL

### STATEMENT OF INTENT

- 2.1 The Council is implementing a new operating model which is based on 6 key themes, summarised below in figure 1:

Figure 1: New Operating Model – Six Key Themes  
[Source: Corporate Plan for Croydon 2018-2022]



- 2.2 Aligned to this operating model, the Children, Families and Education Department have committed to the following statement of intent:

- We commit to working closely with the CCG, schools and other partners to develop a more integrated approach
- We seek further opportunities for joint commissioning and contracting, particularly in the areas of Early Help; Children's Social Care; SEND and children's health commissioning to provide better services to residents when and where they need them
- We want to build on a **locality model that is data led**, meaning our joint funding envelope has the greatest impact in key geographical areas

- We want our commissioned services to be **preventative** to work with children, families and adults earlier to decrease the numbers of our residents that need access to statutory high cost services
- We will ensure that all stakeholders, including children and their families, have a **voice** at every stage of the commissioning cycle and provide feedback to **measure and review impact** to enable redesigned services to better meet the needs of our children and families.
- Commissioned activity should contribute to the Council's priority of reducing **inequalities** across the borough.

### 2.3 Strategic priorities for the Health, Wellbeing and Adults Social Care Department include:

- To provide a support system that is equipped to respond effectively to each individual's needs and preferences, in order to successfully achieve against their chosen outcomes.
- Safeguarding - We will work with partners to protect adults who need care and support from harm and abuse.
- Service users and carers receive the right care, in the right place, at the right time.
- Embedding a strength based, preventative model of support to promote wellbeing, self-care and independence.
- Reduce our reliance on the use of residential care.
- Improve our support for young people and their families in transition into adulthood.
- The NHSE 5 Year Forward View (5YFV) for Mental Health will look at the wider impacts on mental health such as housing, employment & leisure, and help reduce the stigma associated with mental health.
- Develop a digital offer so that service users can independently access information and make informed choices; including through an e-market place and developing a technologically advanced commissioning platform through a Dynamic Purchasing System

## 2.5 COMMISSIONING INTENTIONS

Strategic commissioning intentions for each main service area is summarised below:

### CHILDREN'S EARLY HELP

#### Context

- The Partnership Early Help Strategy was agreed by Croydon Safeguarding Children's Board (CSCB) in September 2018 and endorsed by Croydon Council Cabinet in September 2018, and sets out the Partnership Early Help Strategy

and delivery model which will collectively deliver an early help offer for children aged 0-18 years and their families; delivered on a locality, evidence based model through a shared partnership approach to deliver universal and early help services. The strategy is based on the guiding principles that when support is required “we all act to provide the right help, at the right time, in the right way to improve children’s life chances”.

### **Commissioning Intentions**

- We aim to encourage the on-going development of services within our Partnership Early Help offer, through service redesign, reshaping specifications and identifying opportunities to recommission differently on a shared basis, or decommission services that are not delivering evidence based practice or making a difference to our children and their families.
- There will be clear rationale for why services are required and why they should be delivered internally or externally commissioned or decommissioned. A mixed economy model and trusted partners approach will be explored
- We want to measure impact and evidence of sustainable improved outcomes and life chances for our children and improvement to current commissioned services between now and 31<sup>st</sup> March 2020

### **By April 2020 we want a new set of aligned and co-ordinated services in place to:**

- Ensure children are provided with the best physical and emotional environment for growing up in; with emphasis on the first 1,000 days from conception to 2 years, including improving childhood immunisations. Delivered in part by a joined up integrated health visiting service
- Deliver health improvement for school children through public health school nursing and other services
- Deliver an all age (0-18 years) early help offer
- Deliver evidence based range of parenting programmes identified to meet the needs of our children and their families
- Deliver evidence based range of edge of care provisions to enhance our existing provision to our older children and adolescents
- Make the most of our Children’s Centres and Nursery Schools
- Support the emotional wellbeing and mental health of CYP across the whole pathway from prevention, early help through to more specialist support with a particular focus on vulnerable adolescents
- Have an identifiable locality offer, which meets local need and is connected into the locality gateway hubs developing across the council

Where applicable we will go out to the market by 1<sup>st</sup> April 2019.

## EDUCATION

### Context

- Raising school standards and delivering the UK's largest school building programme will meet the needs of our growing young population.
- We continue to work with partners to build on the success of our 'Choose Your Future' campaign, to support young people to make positive decisions; offering opportunities including access to skills training, education, volunteering, apprenticeships, and business and employment advice.

### Commissioning Intentions

- To have effective support for schools to ensure sustainable improved outcomes, and narrow the gap of pupil achievement between Croydon and other London boroughs; improve school attendance and deliver additional school places
- Extend and develop the use of state-funded specialist education provision in the borough and decommission/reduce the use of independent/non-maintained provision, as part of promoting opportunities for life – long learning, independence and employment in or near a young person's community
- Ensure that all relevant agreements with Early Learning Partnerships and Special Schools are formalised and sufficient to achieve the strategic goal of local provision for local children through Service Level Agreements and Academy Agreements
- To extend current provision for Alternative Education provision, while redesigning and recommissioning a new offer.
- Following the Early Years Sufficiency Strategy being endorsed by Cabinet in January 2019, ensure enough high quality, effective early years placements are provided throughout the borough

## CHILDREN SOCIAL CARE

### Context

- We continue to work extremely hard to improve services and together with partners, deliver our ambitious improvement programme.
- We are determined to ensure more children and families receive the right support, at the right time, and that those children and young people who need it, benefit from consistent high quality social work which improves their lives and life chances

### Commissioning Intentions

- Through our current contracts and development of an in-house service in the coming two years, we will increase the number and usage of in house foster carers and provide targeted training so our carers are well placed to meet the needs of our complex children in care
- Implementing the IFA framework refresh in 2018 focusing on enhancing our relationships with those fostering agencies rated Good and Outstanding by Ofsted, whilst maintaining value for money.

- Developing a new ICT platform and commissioning solution for children's residential market, as part of the South London Commissioning Programme that will increase the supply of appropriate placements for looked after children.
- Commission a flexible and cost effective framework for the provision of all assessment services to improve quality, timeliness and reduce off contract spend, and over the next two years develop an in-house assessment function which will deliver elements of the service
- Commission a new service model for supervised contacts by ensure increased capacity while achieving overall consistency and service quality improvements.
- Work in partnership with Family Action to pilot new edge of care pilots to work preventatively with adolescents
- Develop appropriate post adoption support commissioning arrangements and support the transition to the regional adoption agency
- Commissioning of specialist children social care services including advocacy services and children and young people at risk of all forms of exploitation with a view of achieving greater accessibility and impact for those children in need of help and protection, children looked after, care leavers and vulnerable adolescents. This work is aligned to the commissioning strand within the Children's Improvement Plan
- Implementing a joint commissioning approach for the Appropriate Adult Service across Children and Adults. Scoping out the new commissioning model for this service post summer 2019.
- Support the developing of an effective Family Group Conference Service that will see the offer being made available to families at pre proceeding stage (PLO)
- Drive improvement through a transformation of the end to end processes of the Children's permanency function
- Work alongside Housing colleagues to source appropriate accommodation for care leavers to be able to live independently if they are ready to do so and have a place to call home locally.
- Strengthen the identification of looked after children requiring Children and Adolescent Mental Health Services and work with CAMHS colleagues to ensure services meet the needs of this cohort.

## CHILDREN WITH DISABILITIES – SOCIAL CARE

### Context

- The Children with Disabilities service aims to - *to maximise the life chances and outcomes for everyone in Croydon, based on a "whole family approach" to services, through better coordination and integration of services*

### Commissioning Intentions

- To commission a Framework Agreement for external respite provision to rationalise services, improve quality and achieve greater value for money.

- Increase the commissioning and contract management resource within Children with Disability services to ensure the effective commissioning of placements and management of the market, including improving the placement processes.
- Develop local provision to enable children to be educated and to stay locally with their families, where possible.
- Continue work to standardise contracting arrangements for all third party spend, to ensure maximum opportunities for integrated service provision, improved quality of service and increased value for money.

## CHILDREN WITH SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITIES

### Context

- The Special Educational Needs and/or Disabilities (SEND) Strategy 2018-21 will be approved and adopted by Cabinet (Jan 2019). The strategy looks to guide improvements in the following areas:
  - Inclusion
  - Improved outcomes for children and young people with SEND
  - Communication
  - Engagement, consultation and co-production
  - Partnership working

### Commissioning Intentions

- We will develop a more inclusive education offer with locality based school partnerships to develop educational provision in early years' settings and mainstream schools, so that children and young people have their special educational needs met; feel included; and are supported at the right time with the right help to manage their health and care needs holistically (April 2019 – September 21).
- Ensure timely effective delivery of 2 year old health checks and the use of SEND health notifications to ensure early identification of SEND and other issues before the need for statutory services.
- Work to scope an early help targeted offer for children and young people with SEND, including:
  - Improved respite and behavioural support for children and families
  - Enhanced early speech and language offer with the current Balanced Model to address early language difficulties
  - Post diagnosis behavioural support for young people with ASD to reduce the requests for children to become looked after under a section 20 agreement
  - Increased access to psychological therapies
- We will develop our commissioning and contract management capacity for SEND, including to influence market management, and build the commissioning capacity of providers in the market
- We will continue to work as part of the South London Commissioning Programme to drive efficiencies where we need to commission the independent sector

- Improve health transitions between child and adult services and continuity of provision for those with SEND.
- To ensure the Local Offer website continues to be a useful tool for parents and carers of children with SEND, providing effective information about support and activities in the borough
- To ensure that Educational Psychology services continue to be high quality, effective, excellent value for money and flexible to respond to need

## **CHILDREN'S CROSS CUTTING COMMISSIONING INTENTIONS**

- Complete a thorough needs assessment of our children young people and their families to inform commissioning of Children's Services
- Recruitment and training of young commissioners to ensure the voice of the child, young person or family is integral to the commissioning process
- Ensuring feedback from young commissioners is used to review impact and ensure services are redesigned to better meet the needs of our children and families.
- Maximising and joining up commissioning of the voluntary and community sector, e.g. community fund and additional investment in youth services

## **ADULTS EARLY INTERVENTION AND PREVENTION**

### **Commissioning Intentions**

- Developing ways to keep people in their own homes and communities, maximising opportunities for reablement, independence, social inclusion and wellbeing as key outcomes
- An increase in the use of extra care and supported living models to reduce reliance on residential and nursing care
- An increase in the use of Assistive Technology and monitoring devices such as Just Checking to support people to remain independent and live safely at home
- A requirement that services to take a preventative / early intervention approach by actively seeking ways in which they can support people to improve and maintain their health and wellbeing
- Enhance the use of Telecare across the social care offer by implementing a new model for the use of Telecare using both hardwired and standalone equipment and apps

## **ADULTS COMMUNITY SUPPORT AND ACTIVE LIVES**

### **Commissioning Intentions**

- Increasing the range of respite services available to give carers a break, making respite services available in a number of different ways which best meet the needs of carers and service users
- A review of day care to identify areas for change and development

- More supported living services offering a range of support, including for people with complex needs and challenging behaviours
- Ensure provision of floating support for service users in supported living that could be enabled to move into more independent homes with support
- Development bespoke services and culturally sensitive services for people from ethnic minority backgrounds, in particular to meet the needs of the growing Asian population with a Learning Disability.
- Support more people with disabilities and sensory impairment into employment and or training and education
- Increase the use of assistive technology across all care groups and in managing all conditions

## ADULTS INDEPENDENT LIVING

### Commissioning Intentions

- Work with providers to develop an effective Independent Living and Support Pathway for people with complex needs.
- Work collaboratively with providers to broaden the range of specialist options that supports the return of people placed out of borough, e.g. deregistering residential care homes to create supported living services
- Work collaboratively with providers to develop more accommodation options for increasing complexity of need and behaviour that challenge
- Supporting people to get their confidence back and learn / re-learn activities of daily living following illness, accidents and other life changing events to provide better long term solution other than the reliance on residential and nursing care
- Ensure that all provider services help to avoid hospital admission where possible, support people to return home promptly when ready and prevent readmission if possible
- Exploring opportunities for Council run service provision

## ADULTS CROSS CUTTING COMMISSIONING INTENTIONS

### Personalisation

- Work with the provider market to be flexible in their business approach by developing affordable financial structures that enable self-funders, service users and carers to purchase services with the aid of direct payments and personal health budgets
- Work collaboratively to develop an e-market place for people to access services, technology and equipment that supports them in meeting their desired outcomes
- Shape the market to ensure supply of PA's and access to appropriate support services through direct payment and personal budgets

## Improving outcomes

- Further development of high quality community based services that contribute to the One Croydon Alliance Integrated Care Networks model of care with a focus on prevention and early intervention
- Reduce long term care packages through targeted reablement services;
- Reduce the number of people in Residential & Nursing Care
- Develop a high quality care homes market that works as part of the One Croydon Alliance model of integrated care. Priced appropriately and with increased access to borough based nursing home places and a reduction on placing people out of borough
- Facilitate a skilled local health and care workforce with all employees paid at least the London Living Wage

## 3. CONSULTATION

- 3.1 The creation of the commissioning intentions has been done in partnership with Heads of Service and Directors in Children, Families and Learning, Health, Wellbeing and Adults, Public Health, Joint Head of Children's Commissioning, and Heads of Service in Commissioning and Procurement.

Involving residents and service users in the service design of commissioned services will be a key guiding principle.

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**BACKGROUND DOCUMENTS:** None.