

**TITLE OF REPORT:** Children's Commissioning Update March 2018

**REPORT OF:** Caroline O'Neill, Strategic Director, Care Wellbeing and Learning

---

---

### **EXECUTIVE SUMMARY**

This report is to update Families Overview and Scrutiny of the key actions/ milestones and timelines for the Commissioning and Quality Assurance Team in Care Wellbeing and Learning. It sets out the actions delivered to date in 2017/18 and the work plan for the Commissioning and Quality Assurance Team for 2018 to 2020 focused on children's commissioning.

---

---

## **1. Background**

1.1 The Commissioning and Quality Assurance Team in Care Wellbeing and Learning, commission services for children and young people aged 0-18 years and for children with statements of educational needs and/ or disabilities to the age of 25 years.

1.2 The areas this report will cover are: -

- Commissioning Plan on a Page focusing on the "children's element" (please see Appendix 1)
- Work to date carried out by the Commissioning and Quality Assurance Team to commission services for children and young people
- Future commissioning plans for 2018/19 and 2019/20 and gaps in service
- Commissioning Conference update from November 2017

## **2. Policy Context**

2.1 The Commissioning and Quality Assurance Team work within the policy context of Vision 2030, and aligns with the Children's and Families Act 2014. The Commissioning and Quality Assurance Team are working on the current plans identified in the "plan on a page" (please see separate attachment).

2.2 The plan on a page sets out for the service area key work streams over the next two years and sets out to internal partners (for example legal and procurement) the work plan for the next two years allowing them to plan how they will support by allocating resources appropriately. Key areas of focus for the next two years include:

- Developing a Commissioned Service – Outcomes Framework
- SEN/D Joint Commissioning arrangements
- Family Support Service Review
- Review of Post 16 education placements
- Develop market alternatives Post 16 Alternate Education
- Collaborative Procurement (NE12)
- 0-19 commissioning of services – school nursing/ health visiting and family nurse partnership
- CAMHS service redesign
- LD and Autism services for Children – Transforming care

2.3 The following areas have been identified as pressures or gaps in service;

- Local residential and emergency residential children’s home beds
- Services for young people aged 13-17 years with CSE/SEMH needs both male and female
- Support services – challenging behaviour / substance misuse/ self-harm/ sexualised behaviour
- Early help – Local Assessment Residential – to review parents and child interaction on the “edge of care”
- Alternate Education Offer – SEN/D and Post 16
- Supported accommodation/ Bespoke or single occupancy units

The future work plan for the Commissioning and Quality Assurance Team in 2018 - 2020 is to review and commission new services to help address the gaps that have been identified for children and young people in Gateshead. Section 3 and 4 will highlight work to be undertaken to help address the gaps identified.

2.4 The Commissioning and Quality Assurance Team have identified gaps, by speaking to each service lead and operational staff and completing reviews of existing services. An example of this has been an understanding that we need to look at alternate funding sources, and this has resulted in a successful bid to the Life Chances Fund of £24.5k to complete development work, to look at feasibility of a social investment into Edge of Care services

### **3. Update on progress**

#### **3.1 NE12 Phase 2:**

In 2014 the 12 North East local authorities identified the needed to address about the way they commissioned placements in residential schools. These ‘low-volume, high-cost’ placements were being commissioned in a variety of ways from a range of Providers. There were inconsistencies in relation to understanding of, and monitoring of the quality of provision and outcomes for Children and Young People. There was no consistency regarding price and contracting arrangements.

3.2 On 15 May 2014 Newcastle City Council convened a meeting of representatives of the 12 North East local authorities and their Clinical Commissioning Groups (CCGs) through the North East Commissioning Service (NECS). The meeting determined that there was benefit in having a joint approach to the

commissioning of these placements. Following a formal commitment to participate process across the region the NE12+ Collaborative was established.

3.3 Scoping sessions were held in April 2016 with NE12+ Participating Organisations to consider the potential scope of NE12+ Phase Two. NE12 phase 2 has 3 LOTS which are:

- Children's Residential Homes
- Independent Residential Schools and Colleges (day, weekly, termly and 52 week residential schools placements)
- Residential Short Breaks

3.4 The new arrangements under NE12 Phase 2, have been evaluated and award letters were issued for the new framework to the new providers in early December. This will merge current NE6 and NE12 phase 1 arrangements. For 2018-19 the new framework will be kept open for 12 months, to encourage new providers to join and therefore more providers will be evaluated and added to the list above. As a result there have been 34 providers with 101 settings allocated across a number of lots and bandings.

### 3.5 **Supported accommodation for Care Leavers and LAC children:**

The ITT was published 4<sup>th</sup> January 2018. The new service model has 4 component parts: a direct access/assessment service which includes outreach, a 24 hour shared living service for high needs with psychological interventions, a semi-independent non-24 hour service with floating support in dispersed property and floating support and brief intervention services in taster flats provided by the Housing Company. The projected start date for the new services is summer 2018.

### 3.6 **Young carers service re procurement**

Gateshead Council and Newcastle Gateshead Clinical Commissioning Group are working together to review and commission all age carers services in Gateshead. Young Carers are included within the review and the tender going forward. A tender process started in January 2018 with new services commencing with effect from July 2018.

### 3.7 **0-19 FNP/ School nursing and Health Visiting**

The 0-19 service review was completed in 2017 and the contract was put out to tender. A successful award has been made to Harrogate and Richmond Foundation Trust and the contract will go live from 1<sup>st</sup> July 2018. Public Health commission the service with the Commissioning and Quality Assurance Team undertaking the contract monitoring on behalf of Public Health for this service.

### 3.8 **LD DPS Framework – 2 Lots under 18's Disabled Children – Outreach and Community**

A new Dynamic Purchasing System (DPS) was established from 01/10/2017 in Gateshead and replaced the previous short breaks framework, two lots for Community Outreach and Home Care and Support for under and over 18's were added. As a result the DPS now has 14 providers (previously 2) under the two new lots and is helping Gateshead address outreach and community support to disabled children by extending choice for families.

- 3.9 The DPS is a procedure available for contracts for works, services and goods commonly available on the market. As a procurement tool, it has some aspects that are similar to an electronic framework agreement, but where new suppliers can join at any time. The DPS is a two-stage process. First, in the initial setup stage, all suppliers who meet the selection criteria and are not excluded must be admitted to the DPS. Contracting authorities must not impose any limit on the number of suppliers that may join a DPS.
- 3.10 Unlike framework agreements, suppliers can also apply to join the DPS at any point during its lifetime. Individual contracts are awarded during the second stage. In this stage, the authority invites all suppliers on the DPS (or the relevant category within the DPS) to bid for the specific contract. The DPS can streamline procurement for both suppliers and authorities; suppliers don't have to demonstrate suitability and capability every time they wish to compete for a public sector contract and the award of individual tenders can be quicker than under some other procedures. The DPS is more flexible in some respects than frameworks, particularly as suppliers may join it at any time during its period of validity, meaning that suppliers are not locked out for the duration as they are with traditional frameworks.

#### **4. Future work for the Commissioning & Quality Assurance Team**

##### **4.1 Family Support service review**

The current 4 contracts end either the 31st March 2018 or 30th September 2018, three have been extended twice (for a further 1.5 years) to dovetail with the Early Help service reorganisation. The review will look at current provision and make recommendations with potential options moving forward.

##### **4.2 Life Chances Fund – Development Grant award and development of a 4.3 full bid for Social Investment by April 2018**

Commissioning and Quality Assurance Team successfully bid for Development Funding from the Life Chances Fund in November 2017. The Commissioning and Quality Assurance Team now have until the end of April 2018 to investigate whether we want to add a multi systemic therapy (MST) service. This would work alongside the menu of existing children's services for Gateshead families and children on the edge of care. The proposal is to raise initial finance through the use of social investors and a Social Investment Bond (SIB). Once we have undertaken the technical analysis we will be clearer whether we will submit a full bid to the Life Chances Fund which would provide 20% of the funding for the project to cover the enhanced repayment to investors and be seeking Invest to Save funds to cover the costs of delivering MST.

##### **4.3 Alternative Education Offer – SEN/D and Post 16**

The Local Authority has a statutory obligation to provide alternative education to those children not able to access main stream education or excluded from school, the same obligation is applicable for post 16 young people. Currently there is a mix of arrangements, the Commissioning and Quality Assurance Team will review this area and look to formalise the contractual arrangements and encourage new providers to the local market.

#### **4.4 NE6 specialist residential short breaks – children with complex health and life limiting conditions**

South Tyneside local authority is completing an options appraisal document in relation to NE6 specialist residential short breaks as lead commissioner. In February 2018 an agreement / view from each LA on the options appraisal document will be required to agree next steps and key areas to progress. Pending the completion of the options appraisal it is anticipated that a short term contract with the current provider will be put in place until 31<sup>st</sup> March 2019. A service specification and tender documents will go out to tender for a new contract from 1<sup>st</sup> April 2019. A procurement timeline is currently being completed by South Tyneside Council

#### **4.5 NE7 Independent Foster Agencies (IFA's)**

NE7 IFA Options Appraisal paper has been drafted by Newcastle and Redcar and Cleveland Council and will be shared at meetings i.e. Collaboration North East, DCS January/February 2018. Local Authorities are to then complete a "commitment to participate in procurement process". Scoping exercise if South of Tees IFA framework and NE7 framework to merge together from April 2019. A new procurement solution to be in place by April 2019.

- Options Appraisal - November 2017 – February 2018
- Engagement for Commissioning and Procurement Process - March 2018 – February 2019
- Preparation for Implementation Phase - March 2019

#### **4.6 Independent Advocacy for Young People**

The current contract is a regional contract involving 10 Local Authorities and is in place until August 2018. Currently a scoping exercise taking place to explore one contract solution to also include Advocacy, IO/IP, secure accommodation reviews and stage 3 complaints panel members. Discussion of the new contract solution to be in place by April 2019 and NE10 to be extended from August 2018 to April 2019 until the new contract is in place.

### **5. Commissioning Conference Update Nov 2017**

5.1 Working with providers more closely can help find new ways to deliver improved quality for the residents of Gateshead. Commissioning and Quality Assurance. The Commissioning and Quality Assurance Team engaged the market recently on the 9th November at the Baltic, with a 150 providers in attendance.

5.2 "Working Together to Increase Choice and Improve Quality Conference" was an inaugural conference with the full market including currently commissioned providers and potentially new providers. The conference will give an opportunity for the market to:

- Get an overview of the key commissioning areas that Gateshead Council will focus on over the next two years.
- Share expertise and information to develop forward thinking, innovative solutions where we might achieve better outcomes for our residents.
- Develop a shared understanding of supply, demand and market direction in Gateshead.
- Allow the council to better understand the issues and challenges the market face and to identify solutions to these challenges and opportunities to develop quality services

- 5.3 A number of workshops were held with providers across the day, the workshop with Children's providers focused on 3 questions:
- What do you see the barriers to working with Gateshead?
  - Is there anything in commissioning we can do better?
  - With our new proposals – how best is it to engage with you?
- 5.4 Feedback from providers attending on the day included:
- Welcome a facilitated session organised by Gateshead LA to do a show and tell for Local providers, so that they are aware of the offers and options for collaborative working across the market.
  - They found the session useful for identifying future market opportunities, identification of contacts and building relationships
  - They struggle with the NEPO portal with resources required to respond to “call off or procurement alerts”
  - They would welcome Social Work teams becoming aware of wider offers – what's available
  - Welcome a series of subject based provider events
  - The Council's pre-tender consultations were viewed as being good
  - Health missing from the conference (perhaps a joint event moving forward)?
  - Need forums 1:1 meetings with providers to discuss creative ideas, especially pre-tender
  - Collate/ circulate list of opportunities
  - Liked the Gateshead approach – market engagement
- 5.5 As a result of the conference and workshops held on the 9<sup>th</sup> November 2017, a follow up session is now being planned with providers for March 2018 at the Dryden Centre to continue engagement and start to address / discuss some of the issues highlighted by providers on the day.

## **6. Recommendation**

- 6.1 Overview and Scrutiny Committee are asked to:
- Give their views on the Commissioning and Quality Assurance work plan for 2018/19 and comment on progress to date
  - Receive further updates on specific pieces of commissioning as work progresses as set out in the report

CONTACT: Julie Young, Lead Commissioner Early Years EXTENSION 2395

	Challenges	Vision 2030	Adult Social Care Vision	Early Help Vision	Health & Wellbeing	Public Health Domains	How	Commissioning Activity 2017- 2019	Outcomes
<b>System Challenges</b>	<ul style="list-style-type: none"> <li>Cultural acceptance of lifestyle risk behaviours</li> <li>Financial pressures across the health and social care system</li> <li>Integration of services across health, housing and social care</li> </ul>				<ul style="list-style-type: none"> <li>Ensure children have the best start in life and lead active, happy and healthy lives</li> </ul>	<ul style="list-style-type: none"> <li>Improving the wider determinants of health</li> </ul>	<ul style="list-style-type: none"> <li>Developing a clear, shared understanding of local health and social care need e.g. JSNA, Market Position Statement</li> <li>Continue to embed social value into commissioning and procurement practice</li> </ul>	<b>Overall activity for Commissioning</b> <ul style="list-style-type: none"> <li>Develop further integration of health and social care linked to the STP</li> <li>Work with Newcastle and Gateshead CCG and other key stakeholders to look at workforce development across health and social care agenda</li> <li>Develop a robust performance framework / data dashboards for commissioned providers</li> <li>Develop a performance management system to risk assess provider's performance e.g. purchase of the PMMS system</li> <li>Implement and embed Serious Provider Concerns process and look to develop a similar process for Children's Commissioned Services</li> <li>Implement and embed the Risk Based Contract Management Process</li> <li>Development of Gateshead Council Commissioning Demand Analysts</li> <li>Continue to develop Provider forums</li> <li>Work with in house and commissioned providers to explore and implement the use of technology e.g. Support in house provider services around the procurement of an ECM system, PMMS system</li> <li>Explore the use of Social Impact Bonds in Gateshead</li> </ul> <b>Children's Best Start</b> <ul style="list-style-type: none"> <li>Development of a children's outcomes framework for commissioned services</li> <li>Identify and migrate children's contracts over to the commissioning team</li> <li>Family Support Services Review going to the market</li> <li>Influence and be involved in CAMHS service redesign through Expanding Minds Improving Lives</li> <li>Influence and be involved in the development of the new Early Help model for Gateshead</li> <li>Review Accommodation for care leavers and LAC and link into supported housing review</li> <li>Deliver the SEND Joint Commissioning Arrangements</li> <li>Review and develop commissioning arrangements for post 16 education placements</li> <li>Develop the market for alternatives to full time education post 16.</li> <li>NE12 Phase 1 and Phase 2 – collaborative commissioning CYP</li> <li>NE12 Phase 2 – opportunity to develop the market for residential children's homes and residential short break facilities in Gateshead and across the North East region September 2017</li> <li>Develop the market linked to alternative education provision linked to high numbers of permanent exclusions in Gateshead</li> <li>0-19 commission going to the market in July 2017</li> </ul> <b>Living Well</b> <ul style="list-style-type: none"> <li>Development of an all age brokerage function</li> <li>Go to the market with a new model for Supported Housing Model from January 2018.</li> <li>Continue to attract new providers to Dynamic Purchasing System / LD Framework</li> <li>Review of learning disabilities under 65's in residential care which adheres to the principles of Transforming Care</li> <li>Influence and be involved in the Transforming Care agenda in Gateshead</li> <li>A review of Information &amp; Advice and Non Stat Advocacy Services with the aim to go to the market with a new model in April 2018</li> </ul> <b>Ageing Well</b> <ul style="list-style-type: none"> <li>A Joint Contract for Older Persons Residential / Nursing Care Homes with the Newcastle Gateshead CCG</li> <li>Agreed Fee models for Homes for 2017/18 in partnership with the Newcastle Gateshead CCG</li> <li>Extra Care tender going to the market in Autumn/Winter 2017, with two services delivered by the Council transferring to the market in April 2018</li> <li>Current Home Care contracts end in October 2018. Review current provision with the aim to go to the market with a new model in November 2018</li> <li>Influence and be involved in the Vanguard process in Gateshead</li> <li>Develop a new proposed model for Careers to be in place from July 2018</li> </ul>	<b>Overall Outcomes</b> <ul style="list-style-type: none"> <li>Better overall satisfaction of people who use services with their care and support</li> <li>Increased overall satisfaction of carers with social services</li> <li>Increased proportion of carers who report that they have been included or consulted in discussions about the person they care for</li> <li>Increased proportion of people who use services and carers who find it easy to find information about services</li> </ul> <b>Children's - Best Start</b> <ul style="list-style-type: none"> <li>NI 54 (PSA 12 / DSO 1) Parents' experience of services for disabled children and the care offer</li> <li>NI 58 (DSO 1) Emotional and behavioural health of looked after children</li> <li>NI 127 (PSA 19) Self reported experience of social care users</li> <li>NI 45 (DSO 6) Young offenders engaged in suitable education, training or employment</li> <li>NI 46 (DSO 6) Young offenders' access to suitable accommodation</li> <li>NI 147 (PSA 16 / DSO 6) Care leavers in suitable accommodation</li> <li>NI 148 (PSA 16 / DSO 6) Care leavers in employment, education or training</li> </ul> <b>Every Child Matters Outcomes Framework need to check if these indicators are relevant</b> <b>Living Well - living well for longer</b> <ul style="list-style-type: none"> <li>Improvements in social care-related quality of life</li> <li>Increased proportion of people who use services who have control over their daily life</li> <li>Increased proportion of people using social care who receive self-directed support, and those receiving direct payments</li> <li>Improved carer-reported quality of life</li> <li>Increased proportion of adults with learning disabilities in paid employment</li> <li>Increased proportion of adults in contact with secondary mental health services in paid employment</li> <li>Increased proportion of adults with learning disabilities who live in their own home or with their family</li> <li>Increased proportion of adults in contact with secondary mental health services living independently, with or without support</li> </ul> <b>Ageing well</b> <ul style="list-style-type: none"> <li>Decrease permanent admissions to residential and nursing care homes per 1,000 population</li> <li>Increase the proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services</li> <li>Reduce delayed transfers of care from hospital, and those which are attributable to adult social care</li> <li>Better overall satisfaction for people who use care and support services</li> <li>Increased overall satisfaction of carers with social services</li> <li>Increased proportion of carers who report that they have been included or consulted in discussions about the person they care for</li> <li>Increased proportion of people who use services and carers who find it easy to find information about services</li> </ul>
<b>Best Start Challenges</b>	<ul style="list-style-type: none"> <li>Prevention and Early Intervention</li> <li>Emotional Health and Wellbeing for C&amp;YP</li> <li>High Levels of LAC and Care Leavers</li> </ul>	Local People realising their full potential, enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead'	Adult Social Care will maximise independence and wellbeing through early help and prevention, creating stronger partnerships to deliver the right support, in the right place at the right time.	All children and young people are empowered and supported to develop to their full potential and have the life skills and opportunities to play an active part in society'	<ul style="list-style-type: none"> <li>Tackle the major causes of ill health and early death, ensuring a focus on prevention and high quality treatment</li> </ul>	<ul style="list-style-type: none"> <li>Health improvement</li> </ul>	<ul style="list-style-type: none"> <li>Individuals are encouraged and supported to take responsibility for their wellbeing e.g. Development of the Brokerage Team</li> </ul>		
<b>Living Well Challenges</b>	<ul style="list-style-type: none"> <li>Personalisation, choice and control</li> <li>Emotional Health &amp; Wellbeing</li> <li>Supporting Independence</li> </ul>				<ul style="list-style-type: none"> <li>Promote choice &amp; empower local people to have more control over their health and social care and remain independent for as long as possible</li> </ul>	<ul style="list-style-type: none"> <li>Health care, public health and preventing premature mortality</li> </ul>	<ul style="list-style-type: none"> <li>Flexible contracting encouraging providers to innovate and be more responsive</li> </ul>		
<b>Ageing Well Challenges</b>	<ul style="list-style-type: none"> <li>Increase in people with Dementia</li> <li>Long Term Conditions and End of Life Care</li> <li>Growing elderly population</li> </ul>				<ul style="list-style-type: none"> <li>Improve mental health and well-being for all members of our community</li> </ul>	<ul style="list-style-type: none"> <li>Health protection</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding vulnerable people and protecting them from avoidable harm e.g. Serious Provider Concern Process</li> </ul>		

UNDERPINNED BY THE COMMISSIONING STANDARDS AND PRINCIPLES