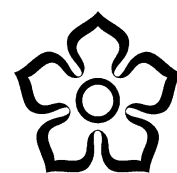


# Leicester

## All Age Commissioning Strategy 2020



Leicester  
City Council

# Contents

1. Introduction .....	4
2. Our commitment and purpose.....	4
Principles and values.....	5
3. Strategic context .....	5
Legal context.....	5
Local Strategy .....	6
Quality .....	7
4. Resource to support delivery.....	8
Financial overview .....	8
Market overview .....	9
5. Demography and needs.....	10
Children and young people.....	10
Population.....	10
Age groups .....	10
Ethnic groups.....	10
Deprivation.....	11
Children’s Services.....	11
Adults .....	12
6. The commissioning approach in Leicester .....	14
Governance.....	14
Partnership.....	14
7. Strategic Priorities.....	15
Priority 1: Commission Services to provide early help, intervention and prevention .....	15
Where are we now? .....	15
Where are we going – the challenge .....	15
Commissioning intentions: .....	16
Priority 2: Commission services which enhance or increase service users’ independence and resilience and focus on the most vulnerable .....	17
Where are we now? .....	17
Where are we going – the challenge:.....	17
Commissioning intentions: .....	18
Priority 3: Commission services that safeguard those that are most vulnerable or at risk	19
Where are we now? .....	19

Where are we going – the challenge: .....	20
Commissioning intentions:.....	20
Priority 4: Ensure good quality school and childcare placements are available to all children and young people, reducing barriers to achievement for the most vulnerable ....	21
Where are we now? .....	21
Where are we going – the challenge:.....	21
Commissioning intentions: .....	22
Priority 5: Support the development of a vibrant market, providing a diverse range of quality services that meet local needs .....	22
Where are we now? .....	22
Where are we going – the challenge:.....	22
Commissioning intentions: .....	23
8. Review of progress against 2015-2019 Commissioning Intentions.....	24
9. 2020 – 2025 Commissioning Intentions (summary table) .....	29

# 1. Introduction

Leicester City Council's new Social Care and Education Department was created in 2018. The department brings together a range of services for children and adults.

To reflect the change, this new commissioning strategy replaces the Adult Social Care Commissioning Strategy 2015-19 and creates an all-age commissioning strategy for both children's and adults' services for 2020-2025.

Progress in delivering the commissioning intentions in the previous Adult Social Care strategy are set out at the back of this new strategy, together with a red, amber or green (RAG) rating to indicate progress with implementation.

The proposed new commissioning intentions for both adults and children's services are also set out in this strategy, and summarised in a table at the end, together with a 'measurement' column describing how we will know whether this intention has been completed.

Progress on implementing both the intentions carried forward from the previous strategy, and the intentions in this new strategy will be reported on regularly as part of the monitoring of the Social Care and Education department's Operating Plan.

## 2. Our commitment and purpose

We are committed to supporting children, young people, adults and families to be safe, be independent, be ambitious for themselves and live the best life they can.

To support this commitment, our purpose is to:

- keep people safe from harm
- promote inclusion and belonging
- enable people to be independent/self-sufficient and resilient
- enable people to pursue life opportunities
- support people's rights
- support individual's self-improvement
- support people to have a safe place to live and thrive
- promote good emotional, physical and mental health

Much of the skill and support needed to achieve these outcomes are to be found within people's own strengths, and those of their friends, family and local community. The council will support the use of these assets through guided conversation, assessments and support planning.

In addition, there will be a need for the council to directly commission sets of services that support these outcomes. Some of this will be provided by the council, and some of it will be provided by external agencies including independent providers, social enterprises and voluntary and community sector agencies.

## Principles and values

In commissioning services, the council is committed to a set of principles of engagement: we will:

- intervene early, quickly and as effectively as possible
- understand the impact and value of what we do
- personalise our approach to fit the needs of the individual
- forge links with the community and encourage safe support networks
- ensure we give those we work with the best life opportunities
- establish & maintain the trust and confidence of those who we work with through strong partnerships

The council is committed to co-producing services through commissioning wherever possible. This means that we want to involve service users through all stages of the commissioning cycle in order to develop services that best meet need and produce the outcomes required. The exact approach taken will vary according to the group of people we are working with and the outcomes required of the service, which will be defined at the start of each commissioning review.

## 3. Strategic context

There are drivers both nationally and locally that direct our approach to commissioning services for children, young people and vulnerable adults in Leicester. The council must ensure that we comply with these statutory duties whilst commissioning and delivering provision that meets with national and local policy and meets local needs. All of this must be delivered within the tightest financial envelope that we have experienced in decades. The challenge is to become leaner, more efficient and more effective in what we do.

### Legal context

Within children's services there is a range of legislation and guidance setting the statutory scene.

For adult social care, the council has obligations under the Care Act 2014 which identifies a set of responsibilities including: promoting individual wellbeing; preventing needs for care and support; promoting integration of care and support with health and housing; providing information and advice; and promoting diversity and quality in provision of services. The key emphasis of the Care Act is to support prevention; to promote well-being; and to offer choice and control.

Some of the key legislation is:

- **Children Act 1989** sets the scene for much of the child protection system, including requirements relating to looked after child residential placements; safeguarding and promoting the welfare of children within their area who are in need, and setting out the expectations and requirements around duties of care to children.
- This is strengthened by the **Children Act 2004**, which sets out responsibilities including: achieving positive outcomes for children and young people and their families; improving and integrating services for children; promoting early intervention; and bringing together different professionals.
- **Education Acts 1996, 2002 and 2011** provide the statutory framework for much of the school-based activity, for early years childcare, school catering and direct payments provision for children with SEND;
- **Children and Families Act 2014** provides more detailed requirements for children and young people with SEND, supported by the SEND Code of Practice 2015 which gives statutory guidance on this provision. It also provides updates to the adoption system, young carers and some provision for looked after children and childcare; and
- **National Autism Strategy 2020** (due January 2020);
- **Adoption and Children Act 2002** makes the welfare of the child the paramount consideration for courts and adoption agencies in all decisions relating to adoption;
- **Fostering Regulations 2011** sets out national minimum standards, together with regulations, on the placement of children in foster care;
- **Crime and Disorder Act 1998** lays out the minimum statutory requirements for Youth Offending Teams (YOT). Requires the co-operation of the named statutory partners to form a YOT and identifies the statutory partners and places upon them a duty to co-operate in order to secure youth justice services appropriate to their area.

## Local Strategy

We have developed a range of strategies that influence the direction of commissioned services for people living in Leicester. Some strategies are directly delivered by the council, others are delivered in partnership with agencies such as the clinical commissioning group (CCG), other local authorities, and through providers of services.

We aim to work closely with people who are 'stakeholders' in service provision and with our partners in the statutory, independent and voluntary and community sectors to develop our strategies. Wherever possible we aim to use extensive engagement, consultation and co-production to shape plans going forward.

Key local strategies:

- [Healthy Leicester - Joint Health and Wellbeing Strategy 2019-24](#)
- Leicester's [Early Help Strategy](#)
- [Leicester's strategy for supporting children and young people with Special Educational Needs and Disabilities \(SEND\) 2017-22](#)
- [SEND local offer](#)
- [LAC Placement Sufficiency Strategy](#)
- [Annual Youth Justice Plan 2019-20](#)
- [Joint Health, Social Care and Education Transitions Strategy 2019-2022](#)
- Supported and Extra Care Strategy - due in 2020
- [Living well with dementia strategy 2019-2022](#)
- [Joint Carers Strategy 2018-2021: Recognising, valuing and supporting carers in Leicester, Leicestershire and Rutland](#)
- Learning Disabilities Strategy 2020-23 – due in 2020
- Joint Health and Social Care Adults Mental Health Strategy – due in 2020

## Quality

Quality of practice, together with the experiences of people who use our services, remain key drivers of both the activity of the department and the council as a whole, and of the providers that support delivery of the strategic objectives. Ofsted inspects children and young people's services looking at the experiences and progress of children who need help and protection, of children in care and care-experienced young people and the impact of leaders on social work practice. A number of other single and joint agency inspections also take place in key service areas across local authorities and partner organisations.

Regulatory bodies also inspects much of the provision that our children and young people access, whether this is directly commissioned or provided by the Council, privately commissioned by families and carers or market led. HMIP will inspect youth offending services to ensure they are delivering against the national standards set. These ratings are factors for the council to consider when evaluating duties around school improvement and childcare sufficiency as well as forming part of the market evaluation of quality in areas such as residential and foster care placements.

For adult services, Care Quality Commission (CQC) ratings offer insight to the quality of our local market. They provide guidelines and set standards that give us a benchmark against which regulated activity is monitored. Their ratings also offer insight to the quality of our local, commissioned and self-funded market.

Alongside these reports, our own Quality Assessment Framework adds to this picture, providing a localised assessment of quality of practice, provision and contract compliance. Where performance or quality issues are identified, support and/or intervention by the council ensures that risk is managed and quality improved and sustained.

## **4. Resource to support delivery**

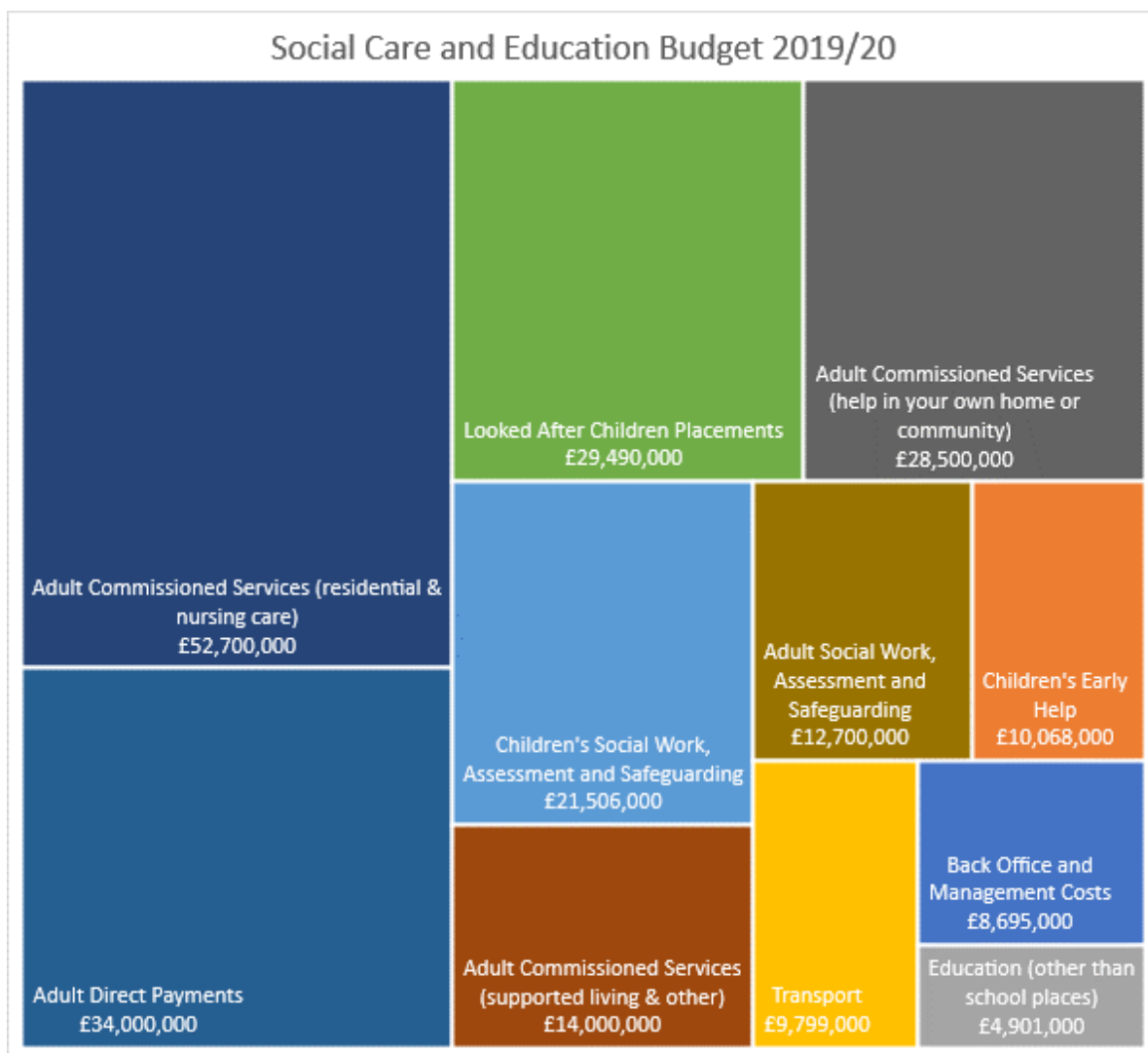
### **Financial overview**

The council is enduring the most severe period of spending cuts it has ever experienced. As a consequence of these cuts, the council's budget (on a like for like basis) has fallen from £358m in 2010/11 to £294m in 2019/20. Despite this, spending on social care is demand led, and the number of people requiring care, and the number of children in care has increased over this period.

This provides a huge challenge for the social care sector, which means we have to focus provision where it is most needed and most likely to make a difference and where there are statutory duties to provide support.

The chart below shows the key areas of spend in both adults and children's services (not including school places):





## Market overview

Leicester is fortunate with much of its market, having a range of local and national providers, some high-quality providers and a committed workforce. All of this supports innovation and stability within our markets overall.

However, along with most councils, there are challenges in ensuring stability and growth of the workforce, diversity of providers in the market and sustainability of provision, particularly within the current financial context. Some areas of our market are weaker than others with gaps in provision and high costs often associated. Ongoing work is required to ensure a balance of support, stimulation and management of the market to sustain high quality services in the right volumes to meet demand.

The market position statement for children and young people and adults is updated annually and provides an up to date picture of our market, identified gaps and areas of predicted change. The statement can be found on the [Leicester City Council Social Care and Education strategies webpage](#)

## 5. Demography and needs

### Children and young people

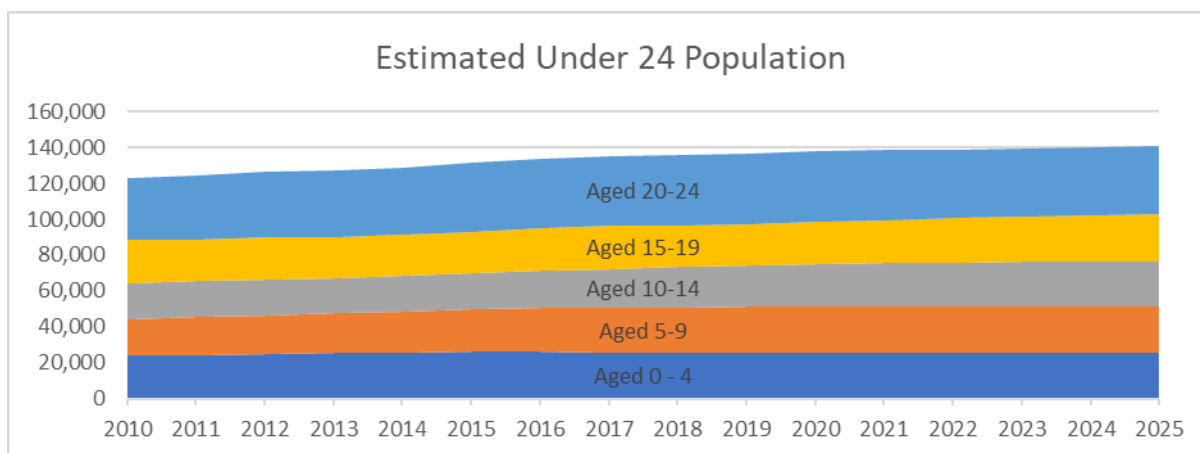
#### Population

The city is home to 130,726 children and young people aged up to 24 years (38% of the city's population). This is an increase of 12.5% since 2015, which is more than double the increase seen in England as a whole. This growth includes a big increase in the number of young children aged 0-4 years which rose by nearly 25% from 20,726 in 2005 to 25,884 in 2015.

The number of children and young people (aged 0-24 years) is projected to grow further to 138,100 by 2025 (an increase of 7.4% from 2014), with the biggest growth in the 10-14-year age range.

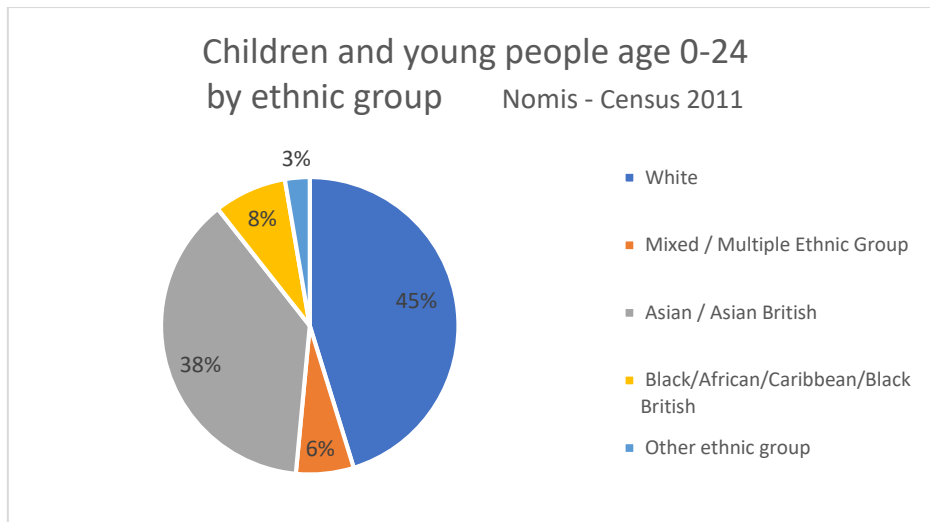
#### Age groups

The chart below shows the number of children and young people in each age group and forecast numbers to 2025:



#### Ethnic groups

According to the Census 2011, 55% of children and young people are from ethnic groups other than 'white'. The two main broad ethnic groups for children and young people in Leicester are 'white' (45%) and 'Asian/Asian British' (38%):



Leicester has a much higher level of ethnic diversity amongst its children and young people than most other council areas.

## Deprivation

The Index of Deprivation (IoD) 2019 showed that Leicester is ranked as the 32nd most deprived out of 151 local authority areas in England.

The Income Deprivation Affecting Children Index (IDACI) showed that 23% of children (under 16) live in most deprived 10% of areas nationally

Beaumont Leys, Eyres Monsell, New Parks and Braunstone have the highest proportion of children receiving free school meals in the city.

## **Children's Services**

The council is responsible for ensuring that everyone is in receipt of education and for collecting results at certain points in a young person's education. This totals approximately 83,000 people aged between 0-19.

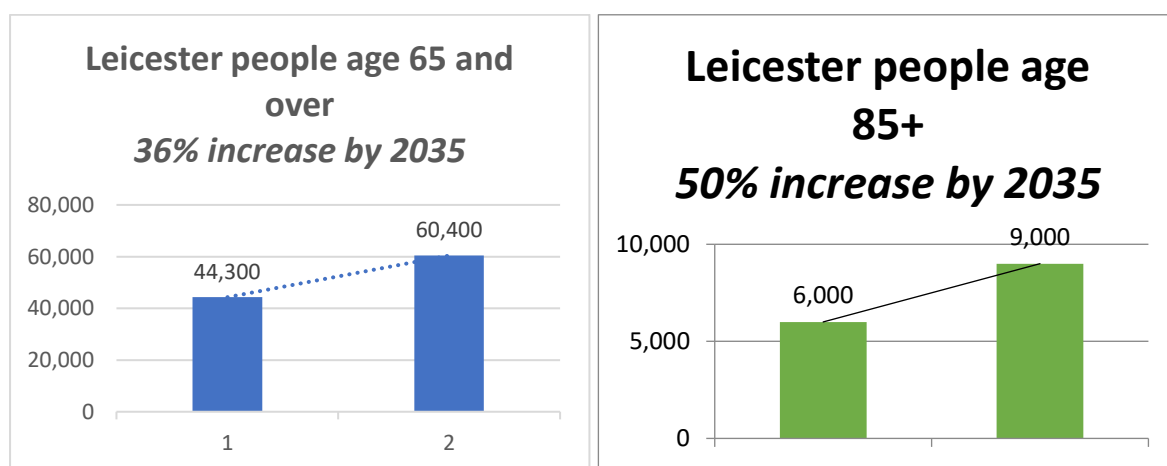
In October 2019 there were:

- 661 children looked after by the council
- 277 in receipt of leaving care services
- 1,656 children in need – children who have safeguarding and welfare needs except those who are on a Child Protection Plan and are not Looked After Children. They may be receiving social care support due to dealing with issues in the family such as drugs, alcohol, domestic violence, sexual abuse, familial dysfunction, mental health or neglect.
- 351 children who were the subject of a child protection plan
- 2,646 children with an Education, Health and Care (EHC) plan.

There is more detailed information in the council's [Joint Strategic Needs Assessments \(JSNAs\) covering children and young people](#) and the [Evaluation of Leicester's Early Help model](#)

## Adults

In Leicester, there will be a larger number of older people, living longer. The number of people aged 65 and over is projected to grow by just over 16,000 by 2035 (65%), and the population of over 85s by 3,000 (50%) in the same period.



In addition, the population of **older people** will become more ethnically diverse;

There are 3,026 individuals thought to be living with **dementia** in Leicester; 2,951 of these are age 65 years or over.

It is predicted that the number of people with dementia in the city will rise to 4,459 by 2035 – a rise of 47%.

Overall, there will be significant increases in the number of **people who are unable to manage self-care tasks**:

2020 – the number of people aged 65 and over unable to manage at least one self-care activity on their own was 12,428.

2035 – the number of people aged 65 and over unable to manage at least one self-care activity on their own is estimated to be 17,441, a rise of around 5,000 people (40%). (Source POPPI and PANSI)

The number of people **learning disabilities** is projected to grow in the next 15 years:

2020 – 5,696 people aged 18-64 with a learning disability and 921 people aged 65 and over.

2035 – 6,066 people aged 18-64 predicted to have a learning disability and 1,269 aged 65 and over. (Source POPPI and PANSI)

An estimated 39,770 adults aged 16-64 living in Leicester have **mental health problems**. This represents 17.9% of adults in this age group. The proportion of people with mental health problems is projected to increase in Leicester by 18% to 46,928 by 2030.

At the 2011 Census there were a reported 31,000 **unpaid carers** in Leicester. However, this is likely to be an under representation of the real number as many do not identify themselves as carers. The [State of Caring](#) report published by Carers UK in 2019, suggested that the number of carers nationally has risen significantly since the 2011 Census from 6.3 million to as many as 8.8 million (a rise of around 35%). If this rate of increase is applied to Leicester it would mean that the number of unpaid carers in Leicester is actually closer to 42,000.

## 6. The commissioning approach in Leicester

The commissioning approach in Leicester is well embedded with a mixed market of in house and outsourced provision. Strategic commissioning activity is led by the Strategic Commissioning Team within the Department, using a commissioning framework and toolkit and underpinned by accredited training for staff.

Operational commissioning involves securing the type of support or placement required for each individual and is led by those working directly with the person requiring the service, often social work, care management and support staff. The sourcing of packages of support is increasingly made through the council's brokerage and placement services. For universal provision such as school and childcare placements, access arrangements are led by the parents or carers within the structure of admissions policies for each establishment.

### Governance

This Commissioning Strategy is led by the Deputy City Mayor - Social Care and Anti-Poverty and Assistant City Mayor - Education and Housing, supported by the Senior Leadership Team for the Department. Implementation will be led by Lead Commissioners who oversee a portfolio of commissioning activity and delivery plans.

A wide variety of partnership boards and delivery groups ensure delivery of commissioning strategies and projects.

### Partnership

This Commissioning Strategy sets out the commissioning priorities for the Social Care and Education (SC&E) Department. However, a wide range of other services, commissioned by other Departments or agencies, provide much needed intervention and support to improve the lives of children, families and vulnerable people. These include housing provision and support, public health services such as school nursing and substance use services, primary and acute health services and domestic violence and other community safety services. Whilst these aren't commissioned directly from the SC&E Department, these services form part of the 'toolkit' of provision for the public to access directly and for staff to signpost and refer to in order to meet wider needs and reduce risk.

We are committed to a partnership approach to provision and to joint commissioning where it is likely to improve our understanding of need, create efficiencies and better address the difficulties faced by people living in Leicester.

## 7. Strategic Priorities

### Priority 1: Commission Services to provide early help, intervention and prevention

Vision: By enabling people to access streamlined support services, and through better targeted early interventions we will prevent or delay a loss of independence for vulnerable adults and support children, young people and families towards better outcomes. As a result, we will reduce the need for more intrusive, high cost services in the future.

#### Where are we now?

For children and young people in Leicester, the [Early Help strategy](#) provides clear direction on the need to 'support, strengthen, thrive' through targeting resources towards early intervention, measuring the impact of interventions offered and building on families and communities own strengths and assets. A range of support services are in place to enable this approach. The [Evaluation of Leicester's Early Help model](#) identified that the council's early help services have ensured a whole family multi-agency response is used to support families to become more resilient and meet their needs.

For vulnerable adults in Leicester, there are clear demographic pressures around a local population that is growing older with multiple long-term conditions, creating an increasing need to identify effective ways of supporting people to stay well and healthy and reduce the pressure on health and social care services.

There is increasing evidence that making the strategic shift in resources towards prevention and early intervention results in better outcomes for individuals, organisations and communities and is a more efficient use of existing resources.

The Care Act 2014 places a statutory duty on councils to offer preventative support options.

#### Where are we going – the challenge

The aim is that by 2025 we will:

Build our community asset knowledge to ensure we make full use of the resource available to people within their locality. Our early help, intervention and prevention offer will then build on this with more targeted support where there is evidence that this can change the outcome that someone experiences and reduce costs further down the line.

Core outcomes delivered by services will include:

- Reducing dependency on statutory services
- Delaying and reducing the need for care and support
- Helping to identify local resources that people can access directly without the need for assessment or referral via the Council

## Commissioning intentions:

- We will complete the asset mapping project in Leicester to ensure an accessible knowledge base of local provision is available to the public and practitioners.
- We will commission an increase in Assistive Technology options. Both workforce and process developments will be made in order to ensure appropriate technologies are made available to the right customers at the right time and reviewed at regular periods.
- We will support community capacity building and Asset based community developments.
- We will continue to support carers of all ages in the city to enable them to access information and support at the earliest stage in their journey, reducing and removing the need for further intervention
- We will commission services to respond to demand for parenting, family and youth support, in particular to support young carers and improve parenting.
- We will refresh the early help strategy to reflect the partnership response to early help and prevention which is underpinned by the Troubled Families agenda and Leicester's Family Outcomes Plan.
- We will review services that offer meaningful day time activities that also provide a carer break



## Priority 2: Commission services which enhance or increase service users' independence and resilience and focus on the most vulnerable

Vision: People will have control over their own lives wherever possible and appropriate for age. They will live safely and healthily and access the support they need to build independence and resilience to challenges they face.

### Where are we now?

Specialist support to children and young people in care, young people leaving care and those with Special Educational Needs and Disabilities (SEND) ensures access to education and, where needed, to therapeutic and practical support. An increasing spotlight on the transition from childhood to adulthood for vulnerable young people is beginning to highlight how we can support people moving between services and into independence.

For adults, Leicester has a strong domiciliary support and reablement offer which supports people to remain living independently and to recover independence following episodes of ill health and challenge. The supported and independent living offer in the city ensures people with longer term support needs can gain and sustain a tenancy, reducing the need for residential care placements.

### Where are we going – the challenge:

The aim is that by 2025 we will:

Children and young people will be looked after in the most appropriate setting for their needs and with the right level of support to balance the risks with the need to learn independence skills in readiness for adulthood. Young people leaving care will continue to receive a [range of support](#) to help them with all of the issues that they face in becoming independent adults, such as managing money; housing; work and learning; families; relationship and health and wellbeing.

Children and young people with SEND will be supported to engage in learning and to remove barriers to accessing provision alongside other children living within the city.

Continue to provide high quality, increasingly flexible domiciliary support with an emphasis on reablement and retention of independence. We will set out the physical developments required for Supported Living and Extra Care in the next 10 years to feed into the city's plans for affordable housing.

Core outcomes delivered by services will include:

- Delaying and reducing the need for care and support and, where this is required, focusing provision on those most in need
- Enhancing quality of life and outcomes for people with care and support needs
- Supporting the transition away from statutory services and into adulthood and/or independence for those that are able to.

## Commissioning intentions:

- We will review our education offer to children and young people with SEND to increase the number of local school placements available
- We will review the use of block and spot purchasing of provision for to 16+ young people leaving care to ensure support is available through the transition into adulthood and independent living
- We will continue to develop our assistive technology offer as part of a range of support available to reduce and delay admissions to residential care
- We will develop our approach to support young people with support needs to transition into adulthood
- Our 10-year plan for Supported Living and Extra Care will give information about the type of physical developments required for this type of housing in Leicester going forward
- We will commission support services for people affected by dementia with health and social care partners across Leicester and Leicestershire to ensure that services are delivered as seamlessly as possible

## Priority 3: Commission services that safeguard those that are most vulnerable or at risk

Vision: Children, young people and adults who are at risk of harm are identified early with intervention to reduce risk and safeguard from harm. When accessing services commissioned by the council, adequate safeguards are in place to reduce risk.

### Where are we now?

The [Leicester City Safeguarding Children Partnership Board](#) oversees the new Multi-Agency Safeguarding Children arrangements as required under the government guidance 'Working Together 2018'. These arrangements replaced the Local Safeguarding Children Board in September 2019. [News and developments](#) in Children's Safeguarding can be found on the Board's website along with a range of other information for practitioners, partners and providers.

Much of the direct work on safeguarding is done through our social work and care management approaches with individuals and families. This forms our 'business as usual' role of managing risk and responding to need.

For example, the Leicester, Leicestershire and Rutland Safeguarding Children and Safeguarding Adults Boards has undertaken case reviews after the death or serious harm to a child or adult. The learning from these reviews has been used to strengthen working practice around the 'trilogy of risk': mental health difficulties; substance misuse problems; and domestic abuse. As part of this work, a [range of resources](#) has been developed and is being used to tackle them.

Commissioning approaches to safeguarding are often taken where new or emerging needs are identified that cannot be met within existing provision, where we feel the current approach isn't working for a cohort of people or where we outsource our services. Our commissioning intentions therefore focus on areas of safeguarding that might benefit from a commissioning approach.

The [Leicester Adults Safeguarding Board](#) helps and protect adults in Leicester with needs for care and support who are experiencing (or at risk of experiencing) abuse or neglect and as a result of those needs are unable to protect themselves. It seeks to achieve this by coordinating and ensuring the effectiveness of each of its members.

The Board comprises three statutory partners are Leicester City Council, Leicestershire Police and Leicester City Clinical Commissioning Group.

Under the Care Act 2014 Leicester Safeguarding Adults Board has three core duties, to:

- publish a strategic plan for each financial year;
- publish an annual report; and
- commission safeguarding adults reviews for any cases which meet the criteria.

## Where are we going – the challenge:

The aim is that by 2025 we will:

Have robust systems in place for identifying risk for vulnerable groups with tracking and/or intervention at an appropriate point. Action plans will balance the risk between different interventions and will ensure the right course of action is taken to reduce immediate harm whilst allowing for longer term positive outcomes.

Core outcomes delivered by services will include:

We will ensure that our approach provides the optimum balance between ensuring that people are safeguarded, whilst seeking to ensure that people are supported to become independent and free to manage risks effectively themselves.

### Commissioning intentions:

To increase the number of local authority foster carers and to ensure we are doing all we can to retain those that foster currently:

- To review the use of independent fostering agencies to ensure we're achieving maximum value for money from the arrangements we have
- To sustain the number and quality of council children's home placements available
- To review the use of private residential care placements to ensure we're achieving the maximum value for money from the arrangements we have
- To review the use of semi-independent placements to ensure we're achieving the maximum value for money from the arrangements we have and to ensure adequate access to high support and specialist placements
- To increase the options available for accommodating larger sibling groups
- To increase the options available for securing long-term arrangements for children needing permanence
- To improve joint working with partners to ensure collaboration in the making of commissioning decisions
- To develop our existing approach to supporting those on the edge of care / in care and to start phase 2 of the pilot the 'No Wrong Door' whole systems approach to supporting adolescents on the edge of care / in care
- To continue to develop robust arrangements to support safeguarding of adults and children

## Priority 4: Ensure good quality school and childcare placements are available to all children and young people, reducing barriers to achievement for the most vulnerable

Vision: All children and young people in Leicester will have access to enough, good quality school places, supporting them to enjoy and achieve. Additional support will be available to vulnerable children and young people which enables them to fulfil their potential.

### Where are we now?

Childcare: The council publishes a Childcare Sufficiency Assessment that sets out the level of need for 2, 3, and 4-year-old Funded Early Education Entitlement (FEEE) places and indicates areas of the city where there are gaps in early years provision such as nurseries.

Schools: Leicester remains popular for school places. Therefore, to respond to the increases in birth rates and the continued inward migration to our city, we will develop a school place planning strategy in consultation with our schools and colleges that will seek to provide additional capacity over the next few years. We are also producing an Education Strategy that will set out the direction for the broad range of provision and improvement across schools.

Special schools: In addition, there will continue to be a need for special education provision for children and young people in the city.

### Where are we going – the challenge:

The aim is that by 2025 we will:

Have sufficient, good quality school places within the city to offer all children a placement. Special and alternative school places allow for suitable support for the most vulnerable in a location that best suits their needs.

Core outcomes delivered by services will include:

Enough, good quality school places for those entitled to it, including special and alternative placements.

### Commissioning intentions:

- increase the number of special school placements available in the city;
- continue to raise the quality of child care, special and mainstream school provision.

## Priority 5: Support the development of a vibrant market, providing a diverse range of quality services that meet local needs

Vision: High quality, personalised care and support can only be achieved where there is a vibrant, responsive market of service providers. Our role is to influence and drive the pace of change for the whole market to support providers to continuously improve, provide quality and choice, and deliver better, cost-effective outcomes.

### Where are we now?

The market currently offers a range of services delivered by the independent, private, voluntary, community sectors along with our own in-house provision. It delivers both statutory and non-statutory support across the city. Commissioning takes place at both an operational level with individual placements and at a strategic level with the commissioning of services via framework, block and spot contracts. We are also seeing an increase in the numbers of people who are making choices as to how they are supported through the use of direct payments.

### Where are we going – the challenge:

The aim is that by 2025 we will:

Support a thriving market of provision that offers choice and personal fit to those accessing. Innovation will be piloted easily and, where evidenced positive impact is seen, will be rolled out to those most likely to benefit. A partnership will exist between operational and strategic commissioners, the providers of services and those that use them which will drive the design and delivery of provision for better outcomes. People will have genuine choice over whether to access services commissioned by the Council or by themselves directly for many areas of provision.

Core outcomes delivered by services will include:

- Increased rates of independence in vulnerable adult populations
- Sustainable costs per person for those accessing services
- Sufficient supply of good quality support services within our markets

### Commissioning intentions:

- We will ensure sufficiency and diversity of providers across all required service areas
- We will work with our provider markets to ensure strong, joint understanding of the challenges felt by the council and by the provider market, accompanied by actions to address these wherever possible;
- We will review brokerage arrangements with consideration of a larger, focused brokerage hub across a wider range of service areas, monitoring the impact of any changes; and
- We will commission a taxi service to meet eligible need.

## 8. Review of progress against 2015-2019 Commissioning Intentions

These commissioning intentions were written into the 2015 – 2019 Adult Social Care Commissioning Strategy. No children and young people equivalent strategy has been written so there is no review of children and young people commissioning intentions.

**Red** Not complete – carried forward to Commissioning Strategy 2020-25

**Amber** Partial progress – work ongoing - carried forward to Commissioning Strategy 2020-25

**Green** Complete

2015 Commissioning intention		Evidence	RAG rating
1.	We will review commissioned preventative services within the voluntary and community service for their cost effectiveness	VCS Review carried out in 2019	Green
2.	We will commission an increase in Assistive Technology options. Both workforce and process development will be made in order to ensure appropriate technologies are made available to the right customers at the right time and reviewed at regular periods.	Focus has shifted from seeking to increase per se to moving towards technology enabled care. Catalogue of equipment is reviewed regularly	Amber
3.	We will support community capacity building and asset-based community developments	Asset based commissioning project complete and in delivery	Amber
4.	We will commission services and opportunities that support social inclusion	Examples include Community Opportunities, carers' support and others	Green
5.	Through the use of capital monies, we will commission a programme of scheduled works across mainstream universal provision across the city	Programme delivered: Changing Places	Green

2015 Commissioning intention		Evidence	RAG rating
	which will increase access for disabled groups and promote community integration	Hastings Road development	Green
6.	We will commission universal support for carers to enable them to access information and support at the earliest stage in their journey without the need for ASC intervention.	Carers' Support Service launched in 2019	Green
7.	We will support the development of an Age Friendly Strategy for the city across a range of partners.	To be led by Public Health	Amber
8.	We will work together with health colleagues to review the mental health pathway to support a joined-up system that supports service users.	Prevention is part of service commissioned by Richmond Fellowship but there is a need for wider work to improve mental health pathways.	Amber
9.	We will commission a range of services to support the implementation of the Joint Commissioning strategy for Learning Disabilities.	Range of services commissioned including Service User Participation, Community Opportunities.	Green
10.	We will increase the number of supported accommodation sites across the city.	Number of sites increased	Green
11.	We will develop 'living support networks' across the city, working with communities and the market.	Will seek to develop going forward	Red
12.	We will develop further 'extra care' sites across the city.	Abbey Mills and Wolsey schemes completed	Green
14.	We will consider more innovative approaches to the commissioning of domiciliary support, which deliver outcomes and enable individuals to achieve independence.	New domiciliary care support service in place from 2018	Green
15.	We will continue to commission day opportunities through our open framework agreement.	New framework in operation from 2018	Green
16.	We will continue to commission respite care.	Respite care and breaks for carers continue to be provided	Green



2015 Commissioning intention		Evidence	RAG rating
17.	Integrate services for those in transition between adult and children's social care.	Transition Strategy in place. Work commencing on an all-age disability service	Amber
18.	We will commission services based in the voluntary and community sector which: <ul style="list-style-type: none"> <li>• Identify carers at an early stage</li> <li>• Provide timely information and advice</li> <li>• Offer drop-ins, peer support, activities and networking opportunities</li> <li>• Provide advocacy</li> <li>• Offer training to support the caring role.</li> </ul>	All provided in new Carers' Support Service  Advocacy services have been recommissioned	Green
19.	We will put into place a new Carers Assessment which will ensure eligible need is identified in line with the Care Act.	Portal updated, but still work to do on new forms in care management.	Amber
20.	We will ensure appropriate replacement care options to support carers are available for those who require it.	Carers are supported through increasing care packages for the cared for person, providing respite care and short breaks for carers.	Green
21.	Where gaps are identified in the market for carers' support, we will seek ways to stimulate appropriate service provision.	We are currently reviewing our Flexible Short Break service.	Amber
22.	We will facilitate the market to encourage a sufficiency of preventative, enablement and support services, including support for carers to make caring more sustainable.	VCS review completed and asset based commissioning programme underway.	Amber
23.	We will ensure sufficiency and diversity of service provision across all types of service that are required to provide care and support including, for example: support services and universal and community services that promote prevention; domiciliary (home) care; homes and other types of accommodation care; nursing care; live-in care services; specialist care;	This varies according to the market – some areas are under more pressure than others.	Amber

2015 Commissioning intention		Evidence	RAG rating
	support for carers; re-ablement services; sheltered accommodation and supported living; shared lives services; other housing options; community support; counselling; social work; information, brokerage, advocacy and advice services; direct payment support organisations.		
25.	We will commission brokerage services that enable more people to take direct payments that give greater choice in how and when care is provided to them.	Brokerage Service in place	Green
26.	We will jointly commission services for Dementia to implement the Better Care Strategy which includes Dementia as a priority work-stream.	Dementia Support Service in place	Green
27.	We will support the development and delivery of a workforce strategy	Some work across Leicester, Leicestershire and Rutland has begun.	Amber
28.	Through contracting and procurement, we will incentivise value for money, sustainability, innovation and continuous improvement in quality; and assure that service provision adds social value.	Increasingly difficult to require more from providers when we cannot afford incentives	Amber
29.	We will consider the use of incentives for providers	Payment by results has been trialed in substance misuse services with mixed results, it was also found to require more resource to work with providers to implement. Payment by results was researched and considered for domiciliary support but it was felt that it wasn't right for our market and finances at this time.	Green
30.	We will increase integration and joint commissioning with health	Joint commissioning taken forward for dementia, domiciliary care, mental health, advocacy.	Amber

2015 Commissioning intention	Evidence	RAG rating
	<p>We have a Joint Integrated Commissioning Board to oversee joint commissioning. The Better Care Fund brings together social care and health work. The BCF programme includes joint Discharge to Assess arrangements and an integrated discharge team. We also have an Integrated Crisis Response Service and we host a CCG funded nurse post in ASC</p>	

## 9. 2020 – 2025 Commissioning Intentions (summary table)

- Progress will be monitored at least annually under the management of the Social Care and Education Annual Operating Plan.
- Equality impact assessments and action planning will be carried as part of the implementation of each intention as appropriate.

Commissioning intentions rated red or amber carried forward from 2015-20 Strategy	
1.	We will commission an increase in Assistive Technology options moving towards technology enabled care. Both workforce and process development will be made in order to ensure appropriate technologies are made available to the right customers at the right time and reviewed at regular periods.
2.	We will support community capacity building and asset-based community developments
3.	We will work together with health colleagues to review the mental health pathway to support a joined-up system that supports service users.
4.	We will develop 'living support networks' across the city, working with communities and the market
5.	Integrate services for those in transition between adult and children's social care
6.	We will put into place a new Carers Assessment which will ensure eligible need is identified in line with the Care Act.
7..	Where gaps are identified in the market for carers' support, we will seek ways to stimulate appropriate service provision.
8..	We will facilitate the market to encourage a sufficiency of preventative, enablement and support services, including support for carers to make caring more sustainable
9.	We will ensure sufficiency and diversity of service provision across all types of service that are required to provide care and support including, for example: support services and universal and community services that promote prevention; domiciliary (home) care; homes and other types of accommodation care; nursing care; live-in care services; specialist care; support for carers; reablement services; sheltered accommodation and supported living; shared lives services; other housing options; community support; counselling; social work; information, brokerage, advocacy and advice services; direct payment support organisations.
10.	We will support the development and delivery of a workforce strategy
11.	Through contracting and procurement, we will incentivise value for money, sustainability, innovation and continuous improvement in quality; and assure that service provision adds social value.
12.	We will increase integration and joint commissioning with health

Summary of new commissioning intentions 2020		How will we know if we've achieved this?
<b>Priority 1: Commission services to provide early help, intervention and prevention</b>		
1.	We will complete the asset mapping project in Leicester to ensure an accessible knowledge base of local provision is available to the public and practitioners.	Completion of asset mapping project and update arrangements in place
2.	We will commission an increase in Assistive Technology options. Both workforce and process developments will be made in order to ensure appropriate technologies are made available to the right customers at the right time and reviewed at regular periods.	We will have moved towards a technology enabled care model – shifting emphasis on outcomes away from a simple measure of volume of equipment used. Project will identify method of managing impact on outcomes for service users and financial impacts
3/	We will support community capacity building and Asset based community developments.	Project to deliver Asset Based Commissioning is completed and outcomes met
4.	We will continue to support carers of all ages in the city to enable them to access information and support at the earliest stage in their journey, reducing and removing the need for further intervention	Improvement in relevant ASCOF measures
5.	We will commission services to respond to demand for parenting, family and youth support, in particular to support young carers and improve parenting.	Services reviewed and new services commissioned.
6.	We will refresh the early help strategy	Early Help Strategy up to date
7.	We will review services that offer meaningful day time activities that also provide a carer break	Short breaks offered as part of carers' support services
<b>Priority 2: Commission services which enhance or increase service users' independence and resilience and focus on the most vulnerable</b>		
1.	We will review our education offer to children and young people with SEND to increase the number of local school placements available	Increased SEND local school places available
2.	We will review the use of block and spot purchasing of provision for to 16+ young people leaving care to ensure support is available through the transition into adulthood and independent living	Review completed and outcomes taken forward

3.	We will continue to develop our assistive technology offer as part of a range of support available to reduce and delay admissions to residential care	Assistive technology offer taken forward in line with review
4.	We will develop our approach to support young people with support needs to transition into adulthood	Actions in Transitions Strategy being delivered as per the action plan
5.	Our 10-year plan for Supported Living and Extra Care will give information about the type of physical developments required for this type of housing in Leicester going forward	Plan published
6.	We will commission support services for people affected by dementia with health and social care partners across Leicester and Leicestershire to ensure that services are delivered as seamlessly as possible.	Services in place
<b>Priority 3: Commission services that safeguard those that are most vulnerable or at risk</b>		
1.	Increase the number of local authority foster carers and to ensure we are doing all we can to retain those that foster currently	Numbers increased
2.	Review the use of independent fostering agencies to ensure we're achieving maximum value for money from the arrangements we have.	Review completed
3.	Sustain the number and quality of Council children's home places available.	Number and quality of council places sustained
4.	Review the use of independent residential care placements to ensure we're achieving the maximum value for money from the arrangements we have and to ensure adequate access to high support and specialist placements	Review completed and outcomes delivered
5.	Increase the options available for accommodating larger sibling groups	Options increased
6.	Increase the options available for securing long-term arrangements for children needing permanence	Broader range of effective options available
7.	Improve joint working with partners to ensure collaboration in the making of commissioning decisions	Satisfaction of partners that joint planning is taking place where it should and that it is effective.

8.	Develop our existing approach to supporting those on the edge of care / in care and start phase 2 of the pilot the 'No Wrong Door' whole systems approach to supporting adolescents on the edge of care / in care.	Complete the pilot and identify an effective way forward as part of the DfE <i>Strengthening Families, Protecting Children</i> programme
9.	Continue to develop robust arrangements to support safeguarding of adults and children.	Reduction in safeguarding incidents and need for Serious Case Reviews.
<b>Priority 4: Ensure good quality school and childcare placements are available to all children and young people, reducing barriers to achievement for the most vulnerable</b>		
1.	Increase the number of special school placements available in the city.	Increased number available to meet demand
2.	Continue to raise the quality of child care, specialist and mainstream school provision.	Improved performance evidenced by assessments and inspections e.g. Ofsted
<b>Priority 5: Support the development of a vibrant market, providing a diverse range of quality services that meet local needs</b>		
1.	We will ensure sufficiency and diversity of providers across all required service areas	No procurement failures occur which are caused by market shortages or lack of specialist provision
2.	We will work with our provider markets to ensure strong, joint understanding of the challenges felt by the Council and by the provider market, accompanied by actions to address these wherever possible.	Publish regular Market Position Statements. Evidence that improved systems are in place to analyse market risks and that where risks are identified, action has been taken to manage the challenges identified.
3.	We will review brokerage arrangements with consideration of a larger, focused brokerage hub across a wider range of service areas, monitoring the impact of any changes.	Review completed and actions taken forward
4.	Commission a taxi service to meet eligible need	Taxi service in place from August 2020 that meets the objectives set out in the commissioning review of the taxi service in carried out in 2019.