

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF ADULT CARE & HEALTH SERVICES

TO:	ADULT SOCIAL CARE, CHILDREN'S SERVICES AND EDUCATION COMMITTEE		
DATE:	4 JULY 2016	AGENDA ITEM:	11
TITLE:	CHILDREN AND YOUNG PEOPLE'S INTERIM COMMISSIONING STRATEGY 2016-17		
LEAD COUNCILLOR:	Cllr GAVIN	PORTFOLIO:	CHILDREN'S SERVICES
SERVICE:	CONTRACTS AND COMMISSIONING	WARDS:	ALL
LEAD OFFICER:	ANGELA DAKIN	TEL:	74752
JOB TITLE:	HEAD OF COMMISSIONING AND IMPROVEMENT	E-MAIL:	Angela.dakin@reading.gov.uk

1. PURPOSE OF REPORT / Executive Summary

The purpose of this report is to introduce the Children and Young People's Interim Commissioning Strategy 2016-17 to Adult's, Children's & Education Committee for approval. The document has been developed by the Senior Commissioner (Children) in collaboration with DCEEHS DMT and with significant support from the Head of Transformation and Governance. The Lead Member has also been involved in the development process. The document has been reviewed by the Corporate Management Team at their meeting on the 3rd of May 2016 and subsequently on the 7th of June 2016.

2. RECOMMENDED ACTION

The Adult's, Children's & Education Committee are asked to approve the Children and Young People's Interim Commissioning Strategy 2016-17

3. POLICY CONTEXT

This one year interim strategy is a high level document, detailing the outcomes and Key Performance Indicators required to be delivered by our own services and those that we commission. The intention of this Strategy is to describe our key commissioning priorities and principles and the outcomes we will deliver for children, young people and their families and carers in Reading during 2016-17. The strategy is not a comprehensive document as it has not been able to draw upon a full needs analysis, market analysis and consultation with services users, their

families and carers, providers and stakeholders. A fully informed Children and Young People's Commissioning Strategy will be developed over 2016/17 and the final strategy will be presented to ACE prior to its commencement date of April 2017. Further details of how and when the full strategy will be developed can be found in the attached strategy action plan.

The key purpose and aims of the interim strategy are to:

- Set the context for commissioning services for children and young people, reflecting both national and local drivers
- Identify the principles and priorities we will apply in order to achieve DCEEHS-wide outcomes. These outcomes have been developed by DCEEHS DMT in collaboration with service areas and the Lead Member. The outcomes cover five age groups covering ages 0-25 with an additional section for all age groups. Each age group has outcomes covering the full range of DCEEHS and Public Health services, and these are aligned with Priorities 1 and 2 in the Corporate Plan. Appendix B lists the primary KPI set linked to these outcomes. These will be supplemented by additional indicators in individual performance frameworks for each contract, depending on type of service.
- Indicate to the market our strategic direction and priorities to assist in their business planning and decision-making.

The commissioning priorities are intended to reflect the key areas of focus for the Children's Commissioning team during the coming year and the commissioning principles outline our intended approach to children, young people and their families, internal clients, partners and the market. These broadly address the following areas:

- Strategic priorities / outcomes
- Agreed commissioning framework and governance
- Contract management & monitoring / value for money
- Partnerships and collaborative working
- Co-production and consultation
- Intelligence and evidence gathering
- Market development and provider relationships

4. CONTRIBUTION TO STRATEGIC AIMS

This report and its content are an important contribution to the Council's corporate priorities. The strategy clearly outlines the outcomes that Reading's Children, Education & Early Help Services require. These outcomes have been developed to meet the needs of all children and young people in Reading. The outcomes and commissioning ambitions described in the strategy are aligned with the priorities outlined in the Council's Corporate Plan for 2016-19. Most specifically the outcomes and ambitions are expected to support the following corporate priorities and identified issues:

- Priority 1: Safeguarding and protecting those that are most vulnerable

Key Issues:

- Ensure that children and young people receive a high quality service which keeps children within their families where it is safe to do so and ensure that permanent and stable homes are found for children in our care
 - Continue to deliver the Children's Service improvement plans and embed improvements in Children's Social Care
 - Children's Services spending is currently above the benchmark with statistical neighbours
 - The integration of Health and Social Care needs to be delivered by 2020 with agreed plans in place by 2017
- Priority 2: Providing the best life through education, early help and healthy living

Key Issues:

- Closing the gap in attainment, for vulnerable and disadvantaged children, including those in care and with learning disabilities, is vital to ensure equality of life chances later on
 - Approximately a third of all children aged 10 or 11 and half of all adults are overweight, with about 1 in 5 adults being obese
- Priority 6: Remaining financially sustainable to deliver these service priorities

Key Issues:

- Agree further savings to bridge the funding shortfall and ensure that the commissioning function supports the delivery of DCEEHS services within a reduced funding envelope

The Council's three core values of being fair, caring and enterprising are reflected throughout the strategy. The strategy also supports the corporate aim to promote equality, social inclusion and a safe and healthy environment for all.

5. EQUALITY IMPACT ASSESSMENT

The strategy states that commissioning activity will recognise and value diversity, and promote equality to ensure excluded / vulnerable groups can access appropriate services. This may mean services are accessible to all communities or are targeted to specific groups, e.g. are culturally sensitive. All planning and commissioning activity will aim to narrow the gaps and remove barriers to participation, achievement and well-being. Equality will be embedded in all contract monitoring.

6. COMMUNITY ENGAGEMENT AND INFORMATION

Section 138 of the Local Government and Public Involvement in Health Act 2007 places a duty on local authorities to involve local representatives when carrying out "any of its functions" by providing information, consulting or "involving in another way". In order to meet this duty the strategy places an emphasis on working with representatives from Reading's Clinical Commissioning Groups, Public Health and Education. There is also a commitment within the strategy to involve service users at all stages of the commissioning cycle.

7. LEGAL IMPLICATIONS

All commissioning activity including tendering will be carried out in line with the Council's Contract Procedure Rules and any EU legislation pertaining to the activity. A key focus in 2016/17 will be the review of current contracts across the Children, Education & Early Help Services Directorate in order to ensure the Council is meeting their contractual obligations and are ensuring that robust contracts are in place for all services.

8. FINANCIAL IMPLICATIONS

This strategy acknowledges the ongoing reduction in funding to the Council. In response all future commissioning will be carried out with this significant reduction in funding considered. Existing and future contracts will need to evidence ability to deliver a statutory requirement and contribution to service, directorate and corporate aims. Activity carried out by the Children and Young People's Commissioning Team is seen as vital for identifying and delivering a contribution to the savings required and to the stability of delivering services to children, young people and their families and carers in Reading under a significantly reduced budget.

6. NEXT STEPS

An action plan to support the delivery of this strategy has been developed. As part of this action plan a series of needs analyses will be undertaken. A number are already underway including: care leavers, accommodation, fostering and residential care. In addition a contracts review exercise is currently underway. It is expected that following the contracts review exercise an action plan will be drawn up to address individual contracts according to the priorities, outcomes and KPIs in the strategy. The cycle of re-commissioning future contracts will be undertaken in line with the principles contained within the strategy and will ensure that the outcomes stated can be delivered within the funds available.

7. BACKGROUND PAPERS

Children and Young People's Interim Commissioning Strategy 2016-17

Children and Young People's Interim Commissioning Strategy 2016-17 Action Plan



Reading Borough Council

Children and Young People's Interim
Commissioning Strategy

Aged 0-19 (0-25 Special Educational
Needs and Disability)

April 2016 to March 2017

(Draft for Approval)

Contents

1. Introduction
 - 1.1 Background and Purpose
 - 1.2 Who should read this strategy
 - 1.3 Service User involvement
 - 1.4 Developing the New Commissioning Strategy
 - 1.5 Outcomes
 2. National and Local Context
 - 2.1 National context
 - 2.2 Local context
 - 2.2.1 Needs Assessment
 - 2.2.2 Market Development
 - 2.2.3 Local Plans and strategies
 - 2.2.4 Children, Education & Early Help Services Outcomes
 3. Commissioning Priorities and Principles
 - 3.1 Commissioning Priorities
 - 3.2 Commissioning Principles
 4. Finance
- Appendix A
Children, Education & Early Help Services Outcomes
- Appendix B
Key Performance Indicators (KPIs)

1. Introduction

1.1 Background and Purpose

The purpose of this interim strategy is to describe our key priorities and the outcomes we will deliver for children, young people and their families and carers in Reading. We identify these priorities and outcomes by listening to what people have told us, and by aligning our plans with the Children's Trust and the Reading Local Safeguarding Children's Board. The strategy identifies the commissioning principles and priorities for achieving the Council's Children, Education & Early Help Service's outcomes. The Council has to deliver flexible services which are responsive to individual needs and choice and that are targeted appropriately to meet the needs of vulnerable people. Services must deliver agreed priorities and make best use of diminishing resources.

This interim strategy has been developed by the Council's Directorate of Children, Education & Early Help Services. The remit includes Children's Social Care and Children's Health and Education Services, including early years. It is also recognised that to achieve the outcomes set out in this strategy close working between Council directorates will be crucial. We will also be working closely with Reading's Clinical Commissioning Group, Public Health and Education to ensure that resources are used effectively and collectively.

This document is a precursor to a more comprehensive 3 part strategy (based on a full Needs Analysis) that will be delivered for 2017-18 and beyond.

1.2 Who Should Read this Strategy?

This interim strategy is for all stakeholders:

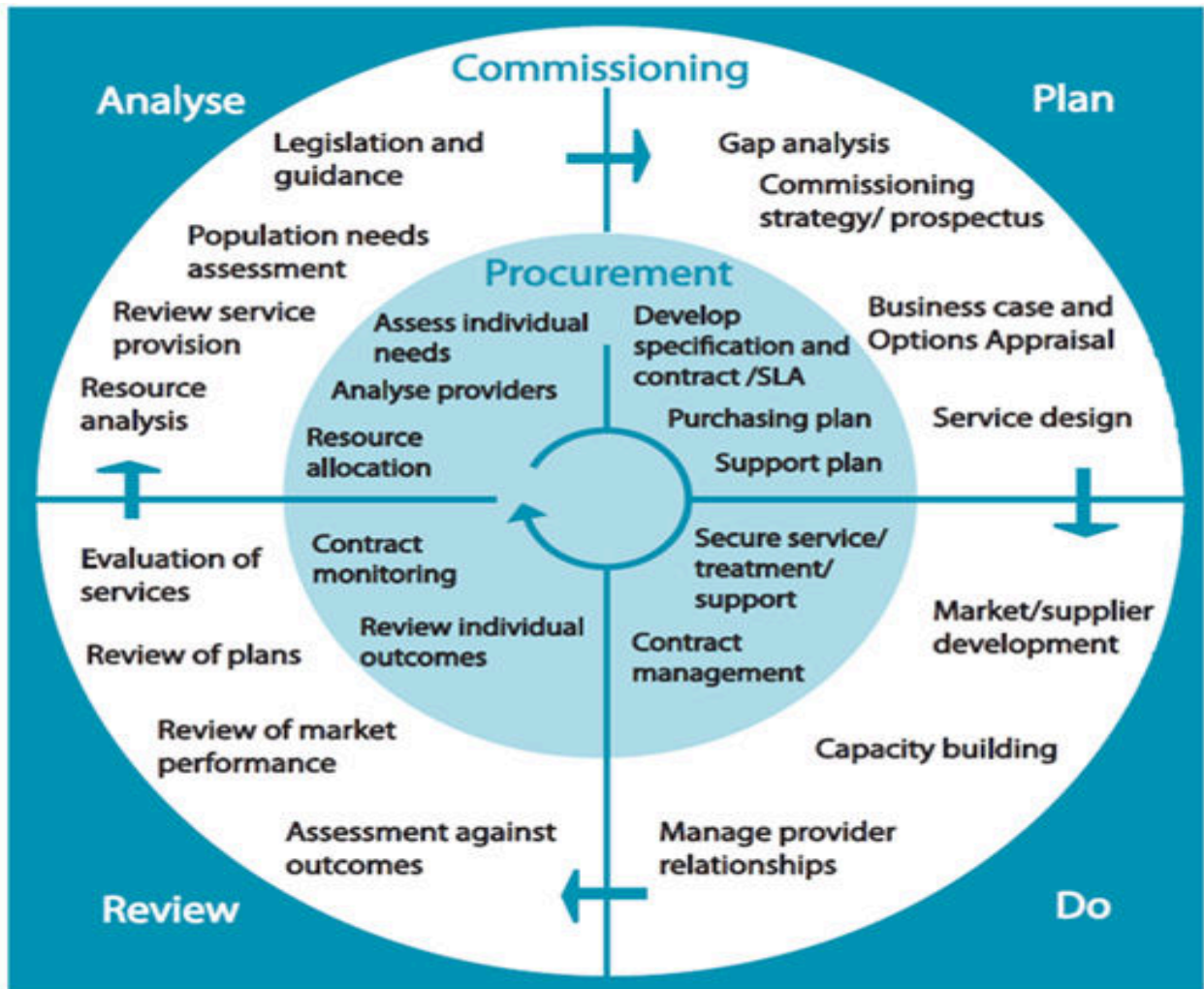
- Children, Young People and their families
- Elected Members
- Council Officers
- Current and potential providers
- Other public sector organisations we work in partnership with

Commissioning

Commissioning is the process by which a Local Authority plans the services that are needed by people that live in its local area within the financial envelope available. We need to ensure that services are available for the children, young people and families of Reading and that they are of high quality, appropriate to their needs, secure the outcomes needed and give value for money.

Strategic Commissioning is the process of long term planning which ensures that resources are used in the right way at the right time to meet demand and need. This involves the use of accurate information to measure current need and predict future demand, informing the design and delivery of local services.

This diagram of the commissioning cycle shows how commissioning and procurement can be broken down into four main stages: Analyse, plan, do and review and details the activity required at each of these stages:



At Reading Borough Council the Children and Young People’s Commissioning Team undertake commissioning and procurement activity to achieve the outcomes required by the Council’s Directorate of Children, Education & Early Help Services. This is achieved through joined up working to identify how current services are delivering the outcomes that we require and assessing what the current and future needs are of our children, young people and families.

1.3 Service User involvement

Reading Borough Council’s Children’s Services wants the people who will benefit from the services it commissions to have the fullest possible involvement in its work to secure those services. We understand that Involving service users is empowering, provides opportunities to learn new skills and build confidence, and exposes people to new experiences and opportunities. In addition it shapes commissioning activity according to needs and views of those who will benefit,

service users can help monitor progress of commissioned services, address problems and provide useful feedback as well as giving us better insights into their experiences. To this end the Council's Children's Services are committed to involving service users at all stages of the commissioning cycle.

1.4 Developing the New Commissioning Strategy

The Council's Children and Young People's Commissioning Team have a range of skills and all are members of or working towards being members of the Chartered Institute of Purchase and Supply. Effective commissioners are tenacious, challenging and objective. They aim for continuous improvement, verify and revisit assumptions, challenge traditional ways of working and share learning points with colleagues. All decisions are based on improving outcomes for children, young people and their families with a clear rationale for decisions, including evidence based work.

1.5 Outcomes

The Council's Children's Commissioning team are committed to take an approach of commissioning for outcomes. A focus on outcomes runs through all aspects of the commissioning process and the Commissioning team will work closely with operational teams and budget holders within Children's Services to; map needs and demand, ensure user participation, use outcomes-based contracts and monitor service effectiveness. All of this is underpinned by continuous improvement, exploring opportunities for new ways of working and communication with the market and other commissioners to identify good practice and innovation. This approach will allow us to become more strategic and transfer risk towards those who can better handle it and will enable us as commissioners to focus on setting direction.

In order to commission for outcomes, it is necessary to capture in a more rigorous way the characteristics that capture the underlying needs of children at an appropriately early point, and also to be much more specific about their baseline trajectory through the system. This will require greater integration of data from multiple sources, and also taking a longitudinal perspective, rather than the snapshots that are typically used.

As commissioners we have a strong interest in the effectiveness of intervention - so as to have confidence that the best delivery partner is chosen, and also to ensure that the right level of success has been budgeted for. An outcomes focus by a Provider means that they are likely to want to pay close attention to engaging all those agencies that are likely to have a material impact on the selected outcomes, and also being pragmatic about who needs to be engaged when.

2. National and Local Context

2.1 National context

The following Acts and guidance provide a reference for key activity undertaken to achieve the outcomes set out in this strategy.

- Carers and Disabled Children Act 2000
- Children's Act 2004
- The National Service Framework for Children, Young People and Maternity Services 2004
- Care Matters Time for Change, 2007
- Children and Young Persons Act (CYPA) 2008
- Continuing Health Care Framework (2010)
- Planning Transitions to Adulthood for Care Leavers: Statutory Guidance on the Care Leavers (England) Regulations 2010
- Sufficiency: Statutory guidance on securing sufficient accommodation for looked after children 2010
- Care Planning, Placement and Case Review Regulations 2010
- Short Breaks Duty and Regulations 2011
- Health and Social Care Act 2012
- Working together to safeguard children 2013
- Improving Children and Young and Young People's Health Outcomes 2013
- School and Early Years Finance Regulations 2013-14
- Children and Families Act 2014
- Care Act 2014
- Care Planning Regulations
- Children's Homes regulations
- Fostering Services Regulations
- Ofsted inspection guidance
- Every Disabled Child Matters
- Direct Payments

2.2 Local context

2.2.1 Needs and Market Assessment

A full Needs Assessment and Market Analysis exercise will be undertaken prior to the next Children and Young People's Commissioning Strategy due to commence in April 2017. The new strategy will provide a full and robust analysis of the local children's social care marketplace including its key organisations, size (current and future), trends, growth rate, and opportunities. The following information is available to us and will be explored further once up to date data has been received for the 2015/16 financial year.

Reading has seen significant increases in the population of children and young people in the last ten years, with approximately **22% of the borough's population aged under 18**. This has encouraged a borough-wide programme of work to increase school places, working to ensure that Reading's children are able to access education within their communities. Nearly 50% of school-age children are of an ethnicity other than White British, and **30% speak English as a second language** - a rich diversity of culture which celebrates, supports and develops the

vibrancy of the borough. Our services must be diverse in response, so that we can engage and work with all Reading residents.

Census data from 2001 and 2011 indicate there has been an increase of 11,300 (from 144,400 to 155,700) people in the population of Reading Borough. During that time period annual estimates have indicated continued population growth. There were 67.0 live births per 1,000 women aged 15-44 living in Reading in 2014. This gives Reading a general fertility rate that is much higher than the national (62.1) and South East regional (61.4) averages. The GFR for Reading has been constantly higher than the national and regional averages. This means that **more babies are born in Reading's authority area, on average, when compared nationally and regionally.** The Council must be mindful of this increased local need to ensure the very young are to be given the best start in life.

Reading pays more per child for independent residential placements, and both independent and internal fostering services, than other benchmarked authorities. More children than comparator boroughs are placed with foster carers in more expensive independent placements rather than local authority provision. Our **reliance on the independent sector** (see below under Looked After Children data) is therefore impacting negatively on our costs, and we aim to redress this balance in the coming years. However, **spend on independent special schools has decreased by 4% since 2012**, despite numbers of children using special schools rising by 38%. This has been due to focussed work with providers in this area, with commissioners attending annual reviews to gain a full picture of the impact the provider has had on the child, and adjusting prices accordingly. A similar focus must now be taken for residential and fostering placements.

a) Looked After Children data

National statistics provided by the Department of Education give us a good indication of the numbers and breakdown of our Looked After Children in Reading. Latest figures available provide data up to and including the 2014/15 financial year. This data allows us to identify trends, strengths and weaknesses and areas for analysis and joint development with the local market.

The number of Looked After Children has not changed significantly since 2011 when Reading had a total of 215. This figure peaked in 2012 to 235 but latest official numbers from 2015 show a figure of 205. Of the 19 Local Authorities in the South East Reading had the 6th lowest number of Looked After Children and the 11th lowest for numbers of Looked After Children per 10,000 of the population.

For the year ending March 2015, the following applies to the 205 Looked After Children:

- 150 were in foster placements
- 20 were placed for adoption
- 10 were in other placements in the community

- 10 were in secure units, children's homes and hostels
- 10 were in other residential settings
- Figures were not shown for placement with parents or residential schools in order to protect confidentiality
- 0 were in other placements

And:

- 80 were placed within our own Local Authority provision
- 10 were placed within other Local Authority provision
- 100 were placed within private provision
- A number were placed within other public provision (e.g. by a PCT etc.), voluntary/third sector provision and with parents or other person with parental responsibility but figures were not shown in order to protect confidentiality.
- There were 0 cases where the placement provider was not reported.

And:

- 65 were placed within 20 miles or less and within the borough
- 65 were placed within 20 miles or less but were outside of the borough
- 75 were outside of 20 miles and placed out of the borough

During the year ending March 2015:

- 105 children were placed within Reading Borough
- 65% were placed by Reading Borough Council
- 35% were placed by other Local Authorities

For all young people aged 19 and 21 as at the 31st of March 2015 who were looked after for a total of at least 13 weeks after their 14th birthday (including some time after their 16th birthday), 79% of 19 year olds and 83% of 21 year olds were considered by the Council to be in suitable accommodation. Figures were not shown for young people aged 20 in order to protect confidentiality.

b) Local Provision.

From publically available Ofsted data we know that the following numbers of providers were registered and based in the Reading geographical area in June 2016:

- 5 organisations registered as children's homes in Reading
- 0 Independent Fostering Services - although we know that a number operate across the borough
- 0 Residential special schools
- 0 Residential Family Centres

These results have a substantial impact on our ability to deliver the Council's Sufficiency Strategy. The figures are not unknown to us and given that Reading has a relatively small geographical area compared to our neighbours it is not unusual. Independent fostering providers being registered elsewhere does not preclude

them from making placements within the borough - however it may have an effect on recruiting local placements.

c) Fostering Placements

The Council is in a joint commissioning consortium of 11 local authorities for the South Central IFA Framework. It commenced in April 2012 on a 3 years plus 1 plus 1 basis. The framework is a closed framework with the facility each April for new providers to apply to join the associated approved provider list. The framework itself has 3 tiers within it involving 24 IFAs. Those on the Approved Provider List sign up to the same specification and service delivery as those on the framework itself but do not have set prices agreed. These are negotiated separately. The contract has already been extended for the first and second annual extension, taking the current contract round to March 2017. Placements that cannot be made via the framework or Approved Provider List are secured on a spot purchase basis. The Council will continue to require IFA foster carers until Reading In house supply can meet our children and young people's needs. The foster carer cohort required is therefore the same as for in house, that is:

- Foster carers who are open to the possibility of Staying Put at 18
- Foster carers who are open to the possibility of applying for Adoption or Special Guardianship if appropriate for children and young people in their care who cannot return to family
- Short and long term foster carers for older children and teenagers 9 years+ either gender.
- Placements within the local area of Reading for young people 16+ who wish to return to the local area from foster care and residential care to continue their education/training nearer home and also those newly Looked After.
- Children who have been exposed or subject to sexual abuse,
- Young people 12+ who have a history of challenging behaviour and social and emotional issues
- Young People with a history of offending behaviour, occasional bail placements
- Sibling groups,
- Children with SEN or other additional needs
- Mother/ Father and baby placements;

Placements should be, where possible, within 20 miles of the borough. At the end of May 2016 foster placements were split as follows:

- 69 are in-house
- 84 are on the South Central IFA Framework
- 9 are on the Approved Provider List
- 8 are placed out of the above arrangements via spot purchasing

d) Residential provision

The Council is part of a framework/panel - the Mid-Southern Panel - which commenced on 1 October 2014 and covers independent special schools and

residential children's homes. The collaboration consists of 11 LAs led by Hampshire County Council. A low number of our previously used providers decided to join the panel and, as a consequence we still heavily rely on spot purchased placements. In addition the Council are part of a collaborative block contract together with six nearby Local Authorities for a 7 year school and children's homes project. The Council have placed a small number of young people within the contract but there is potential (should the Council continue with the new arrangement once the current contract has ended) to increase its use. The Council **currently has 19 Looked After Children in residential care** but this number does change slightly on a frequent basis.

e) 16+ Provision

The Council have already identified a **deficit in local accommodation and support for care leavers** and this is currently being addressed with local providers or other providers who may be interested in working with us to develop this provision. Our primary provider is the YMCA, who supply a 40-bed supported accommodation block with 24-hr support to young people aged 16-25. Accommodation is provided for up to two years (with an ideal transition into move-on accommodation after one year). The Council also seek supported lodgings and foster care for those young people for whom it is appropriate. There are currently **53 Looked After Children who are 16 and older** under the care of the Council.

2.2.2 Market Development

Reading strives to be a Council that providers want to do business with, and whenever we tender contracts, we want to get them right for all parties involved. Consultation is important to us and where we can we will share our thinking with providers and seek to hear their views before we start a formal procurement process. If providers think there are ways that the proposed contracting process could be improved, or there are potential risks, we want to hear about these before either they or the Council start to incur costs. Prior Information Notices [PINs] in the Official Journal of the European Union [OJEU], on our Council website, in specialist media, and on the Southeast Business Portal will alert providers to our intention to tender a contract in the near future. We may invite providers to an event to hear more about it, and for us to hear their views. We are keen to improve the method and quality of our engagement with providers and aim to foster a dialogue with providers in order to facilitate continuous service improvement and to achieve better outcomes for children, young people and their families.

The Council's Children and Young People's Commissioning Team will always appoint designated commissioners to act as the key contacts with providers, facilitating a means of communicating their concerns, ideas and wishes. The designated commissioners will ensure that our key priorities and projects are communicated to providers via the designated contacts and at provider forums, acknowledging their invaluable expertise and practical knowledge. The team will keep abreast of significant policy and market developments and communicate

these to providers, organising events that will bring together key stakeholders across the sector in order to promote relations between organisations and to facilitate an open conversation on priorities, partnership working, and gaps in services.

Market shaping will be undertaken to influence the current and future range of support available in Reading based on people's needs and aspirations. The Council see market shaping as a shared activity with providers, as its success relies on partnerships, shared risks and a willingness and ability to put people with support needs, their carers and families in the driving seat. Our providers are a mix of public, private and voluntary and community sector providers. The Council will strive to maintain constructive relationships with providers based on a shared view of the outcomes to be achieved, a common understanding of any constraints and an equitable distribution of risk. The Council will continue to engage with its communities developing mechanisms that enable people with care and support needs, their carers and families to set the direction for local commissioning and service development and hold the commissioning authority to account. The Council will also build upon its market intelligence, building a better evidence base about the local market and how it operates and finding more effective ways to communicate this knowledge to suppliers and local people.

2.2.3 Local Plans and strategies

Corporate plan

As described in section 1.5, the Children's Commissioning team are committed to take an approach of commissioning for outcomes. Appendix A contains the outcomes that Readings Children, Education & Early Help Services require. These outcomes have been developed to meet the needs of all children and young people in Reading. The outcomes and commissioning ambitions described in this document are aligned with the priorities outlined in our Corporate Plan for 2016-19. Most specifically the outcomes and ambitions are expected to address the following corporate priorities and identified issues:

- **Priority: Safeguarding and protecting those that are most vulnerable**

Key Issues:

- Ensure that children and young people receive a high quality service which keeps children within their families where it is safe to do so and ensure that permanent and stable homes are found for children in our care
- Continue to deliver the Children's Service improvement plans and embed improvements in Children's Social Care

- Children's Services spending is above the benchmark with statistical neighbours
- The integration of Health and Social Care needs to be delivered by 2020 with agreed plans in place by 2017
 - **Priority: Providing the best life through education, early help and healthy living**

Key Issues:

- Closing the gap in attainment, for vulnerable and disadvantaged children, including those in care and with learning disabilities, is vital to ensure equality of life chances later on
- Approximately a third of all children aged 10 or 11 and half of all adults are overweight, with about 1 in 5 adults being obese
 - **Priority: Remaining financially sustainable to deliver these service priorities**

Key Issues:

- Agree further savings to bridge the funding shortfall and ensure that the commissioning function supports the delivery of DCEEHS services within a reduced funding envelope

Other Council plans and strategies that inform the Council's Children, Education & Early Help Service's outcomes:

- Children and Young People's Plan 2015-18
- LAC Sufficiency Strategy
- Autism Strategy
- SEN Strategy
- Early Help Strategy
- Early Years Strategy
- Child Sexual Exploitation Strategy
- Domestic Abuse Strategy
- Short Breaks statement
- Educational Achievement Strategy
- 14-19 Strategy

Children's Trust Priorities

Priority 1 - Having the best start in life and throughout

- Ensure that children and young people are empowered and informed to make positive life choices
- Enable children and young people to build emotional wellbeing and improve health
- Work to ensure that those using our services have as positive an experience as possible and are able to influence future service delivery
- All young people have access to an equitable universal offer across the area.

Priority 2 - Learning and employment

- All children and young people have a fair and equal chance to achieve, and have access to information to make informed decisions about their future, regardless of heritage, income or disability

Priority 3 - Keeping children safe

- Protect and safeguard ALL children and young people and in particular those that need our care. This includes protection from others (in particular, domestic abuse, sexual exploitation, on-line abuse and cultural abuse) and protection from harm they may cause themselves (in particular, self-harming)

Reading Local Safeguarding Children Board Annual Report 2014-2015

- Priority 1: Domestic Abuse

Why this is a priority: Reading has a high prevalence of domestic abuse and this is also one of the two key areas resulting in children being subject to a Child Protection Plan. The Board needs to scrutinise partner agencies responses to domestic abuse advising agencies when change is required to improve safeguarding of children and young people.

- Priority 2: Strengthening the Child's Journey and Voice

Purpose: To evaluate the effectiveness of different aspects of the child's journey into help and services, the quality of the decisions made by individual agencies and the quality of multi-agency processes.

- Priority 3: Child Sexual Exploitation (CSE) and other Particularly Vulnerable Groups

Purpose: To ensure that those children and young people who are particularly vulnerable or likely to be exploited can be identified and supported appropriately.

- Priority 4: Neglect

Why this is a priority: Neglect remains the highest category for Child Protection planning in Reading. Research has shown the negative impact this can have on children and young people's emotional and physical development. There are many forms and reasons for neglect and the children's workforce must be able to recognise the early signs to ensure support is provided as soon as possible and action taken to safeguard children when required.

- Priority 5: Effectiveness and Impact of Reading LSCB

Purpose: To ensure the Board has a stronger focus on scrutiny and challenge of partner agencies services and its own effectiveness, to ensure it meets local and national priorities and is able to evidence impact on outcomes.

2.2.4 Children, Education & Early Help Services Outcomes

Appendix A contains the outcomes that Readings Children, Education & Early Help Services require. In order to provide effective commissioning to meet the needs of all children and young people, five age groups have been identified covering ages 0-25 and an additional section for all age groups. Each age group has outcomes covering the full range of DCEEHS and Public Health services, and these are aligned with Priorities 1 and 2 in the Corporate Plan. It is essential that the suite of services delivered in Reading to our children and young people address these outcomes. It is vital that when commissioning services to deliver these outcomes we are mindful of the decreasing financial resource available to Reading. The Council is committed to ensuring that all statutory services for children are delivered. Where there is an evidenced need for non-statutory services, the Council will explore opportunities for commissioning in partnership with providers and exploring innovative approaches where services could be retained, but only where they do not adversely affect the funding requirements and availability of statutory services.

All outcomes will have at least one Head of Service 'owner' who will be responsible for ensuring that the outcome is achieved. Commissioning will work alongside the owners of all outcomes to ensure that a clear plan for monitoring outcomes is in place with clear lines of accountability.

Both externally commissioned services and those delivered in house will be closely monitored for their successful delivery of these outcomes. This will be achieved through regular monitoring of Key Performance Indicators (KPIs) which are provided in appendix B and detail the level of performance required in order to achieve relevant outcomes contained in appendix A.

In order to successfully commission services to achieve these outcomes the Council will ensure that we secure the right baseline information. We will continue to make use of all the information available including consulting users of services and carers on their views, information on needs which will be included as part of the Joint Strategic Needs Analysis (JSNA) and information on patterns of spend and costs. Information on costs will be matched with activity data and information on performance and quality made use of. Finally, information on the social care market in Reading is vital baseline information.

The Children and Young People's Commissioning Team are dedicated to working collaboratively with Public Health. This relationship is crucial when commissioning for outcomes as these outcomes need to be based on Child Health Profiles which provide a snapshot of child health and wellbeing in Reading. Working together will be essential for successful and meaningful commissioning with many benefits including increased access to analysis of local, regional and national indicators and statistics, which will allow us to compare performance to other areas and learn from what works in similar locations, gain a better understanding of current service provision, model likely impact of commissioning options at local level, identify priorities for investment and target resources to tackle inequalities in Reading.

3. Commissioning Priorities and Principles

Our aim is to ensure all children are safe, reach their full potential and lead fulfilling lives. We want to help families to take control and to experience a positive impact from the Council's involvement. Our services will work in a child-centred, transparent, timely and inclusive way to achieve the right outcome for each child. We will do this in partnership with other services, and by investing early enough to be effective, proportionate and efficient.

Children and young people tell us they want to feel content, loved and secure, and that we should work particularly hard to achieve this for those who are not able to live with their families. They want to be listened to, and want to be supported to engage positively in their communities. Families tell us they want support before things get too bad, working with their strengths, not just their challenges. They want help which is tailored to their needs, not too much, not too little, and certainly not too late.

3.1 Commissioning Priorities

Working with clients

- Determine outcomes and priorities from Children's social care, education and health and ensure current contracts and future contracts are aligned with these.
- Establish commissioning arrangements to reflect commissioning for quality and innovation practice i.e. penalties/incentives

- Agreed accountabilities between commissioning service and Children Services.
- Collate a record of all Children's Services contracts not managed through the commissioning team to ensure consistency in the management of these contracts.
- Ensure all contracts are in place and are reviewed regularly and not automatically rolled over.
- Work with Children's social care, education and health to establish how well services are delivering outcomes and how we can jointly monitor quality through an applied set of quality standards and statutory visits.
- Ensure a robust governance process is in place with regular reporting in respect of the quality and impact of commissioned services.
- Work more closely with the LSCB to develop safeguarding policy and practice and gain access on behalf of ourselves and providers to learning from SCRs.
- Increase the input and engagement of the children, young people and families/carers of Reading in all commissioning activity.
- Evidence value for money and a justifiable, proportionate journey and current placement if appropriate for each child.
- Maintain an up to date and robust sufficiency statement.
- Ensure a personalised IPA is in place for each placement.
- Document examples of good practice in and impact of commissioning as evidence sources.

Working with external partners and stakeholders.

- Develop a suite of Benchmarking activities to give us a good understanding of how we compare locally, nationally and against our most similar areas.
- Develop a joined up responsible commissioner protocol including S75 arrangements with health and education partners.
- Contribute to the local JSNA and develop a joint needs assessment with shared priorities and strategies for any areas not covered by the JSNA.
- Work closely with partners and stakeholders to establish how well services are delivering and how we can jointly monitor quality through an applied set of quality standards.
- Ensure that regular contact with SE Local Authorities is embedded in Quality Assurance so that we can share and act on intelligence in respect of provider services and learn from developing practice
- Ensure that the transfer of information between partners and stakeholders is safe and develop a process for monitoring this.

Working with providers and the marketplace.

- Include providers and the wider market place in developing needs assessments with shared priorities.
- Develop and undertake a market development schedule of events and publish an up to date, robust market position statement.

- Monitor the children, young people and families of Reading's input and engagement in all provider activity.
- Work with providers to develop their ability to self-assess their quality and compliance and how we can jointly monitor quality through an applied set of quality standards.
- Work with providers to develop commissioning arrangements to reflect commissioning for quality and innovation practice i.e. penalties/incentives
- Ensure providers understand their requirement to undertake a S11 self-evaluation and highlight with providers their requirements in respect of safeguarding.
- Ensure that the transfer of information between ourselves and providers is safe and develop a process for monitoring this.

Maximising budgets

- Use the principles of best value to inform all commissioning.
- Work with providers to seek to achieve efficiency savings and ensure financial rigour and accountability.
- Work to continuously improve the quality and effectiveness and efficiency of services with consideration of decommissioning services that are not delivering the required outcomes or quality.
- Regularly undertake cost negotiations with providers using Cost Benefit Analysis tools and undertake appropriate reviews using the tool.
- Work with finance and directorate colleagues to identify and deliver financial efficiencies against every contract, including negotiating every child placement.
- Recognise that whilst the price we pay for services is important to us, we acknowledge that it is not the only measure of value; and so the outcomes delivered and the social value achieved are also of importance.
- Be mindful of the reducing financial envelope within which services need to be commissioned and understand the need to prioritise statutory services.

3.2 Commissioning Principles

➤ Outcomes

Our primary focus is on the delivery of improved outcomes for children and their families and we will therefore commission only provision that delivers our priority outcomes.

➤ Service user focussed

The Council will seek opportunities to actively involve service users in commissioning and procurement. "The Voice of the Child" will be central to commissioning activity. Decommissioning or other service changes will only take place after full consideration of the impact on service users. Community and Equality Impact Assessments will always be developed at the earliest opportunity.

➤ **Equal opportunities**

Commissioning activity will recognise and value diversity, and promote equality to ensure excluded / vulnerable groups can access appropriate services. This may mean services are accessible to all communities or are targeted to specific groups, e.g. are culturally sensitive. All planning and commissioning activity will aim to narrow the gaps and remove barriers to participation, achievement and well-being. Equality will be embedded in all contract monitoring.

➤ **Needs assessment and evidence based commissioning**

Commissioning will be based on a sound evidence base, ensuring detailed and relevant information and intelligence is used to inform all commissioning and service delivery. For Children's Services commissioning, this means commissioners and in-house services need to have a good knowledge of communities in Reading in order to respond effectively to the needs of children, young people and their families, especially those who are most in need of help, care and protection, including looked after children and care leavers. Up to date information will be sought through the local JSNA and Sufficiency Statement, service monitoring data and user consultation, combined with effective partnership working will ensure a full and accurate picture of need. This will be used to identify our most vulnerable groups, priorities and outcomes for commissioning.

➤ **Governance and Transparency**

Our commissioning processes and decisions will be underpinned by principles of transparency and fairness. We will continue to develop provider and market fora to enable open dialogue and will inform providers of the reasons for our decisions. Commissioning decisions will be undertaken in an open and transparent way and will be compatible with EU and UK law and Reading's Contract procedure Rules. Commissioning activity will take place within an agreed and accountable framework with clear reporting, monitoring and review arrangements. Commissioning activities will also be coordinated and scrutinised to ensure the policies and strategies are developed and implemented as planned and that all decisions are based on strategic vision and priority.

➤ **Working in partnership with other commissioners**

All commissioning activity will maximise partnership working wherever possible to reduce duplication, enhance effectiveness and produce better outcomes for users. In order to achieve this joint working in a safe and effective way we will seek advice from Legal, Finance and Procurement colleagues as appropriate.

➤ **Relationships with providers & market development**

There is a commitment to working in partnership with a broad range of stakeholders including provider organisations and we recognise that many providers are experts in their service area and can make valuable contributions to

service redesign. A collaborative culture is encouraged so that providers can learn from one another as well as work together effectively to achieve sustainable improvement in outcomes. Arrangements will ensure that an appropriate level of skills, expertise and capacity is available throughout the market and where required will entail developing a workforce strategy or market development plan. The added value some providers bring e.g. resources, volunteers, local knowledge is recognised and we aim to encourage more diverse provider markets in order to stimulate quality, choice and greater value for money.

➤ **Applying best practice and quality standards.**

All our staff will have the appropriate skill, experience and knowledge to apply the priorities and principles within the strategy. We will apply intelligent commissioning, meeting legislative outcomes and use benchmarking information from other Local Authorities. We will seek to carry out self-assessments and encourage internal challenge to improve learning.

4. Finance

Despite the Government reducing the Revenue Support Grant income Reading receives by 92% over the next 4 years, The Council will continue to adapt and survive and become even more entrepreneurial, working in partnership, innovating, improving services to help those that are vulnerable and to reduce inequalities where we can. By the end of this financial year, the Council will have saved almost £65m from its budget since 2011, however some notable developments include; the number of good or outstanding schools increasing; caring for 239 vulnerable children; continued to work towards creating 2,520 new primary school places in the Borough and agreed proposals to create more temporary housing facilities to cope with increasing demand. All future commissioning will be carried out with this significant reduction in funding considered. Existing and future contracts will need to evidence ability to deliver a statutory requirement and contribution to service, directorate and corporate aims. Activity carried out by the Children and Young People's Commissioning Team is seen as vital for identifying and delivering a contribution to the savings required and to the stability of delivering services to children, young people and their families and carers in Reading under a significantly reduced budget.

Appendix A

Children, Education & Early Help Services Outcomes

Education
<i>Education outcomes are aligned to the Council's Corporate Plan for 2016-19, Priority 2: Providing the best life through education, early help and healthy living. The responsible Head of Service for the following outcomes is the Head of Service for Education.</i>
All children
All children attend schools that are schools and settings that are good or outstanding and so have access to high quality education
All children are attending appropriate full-time education provision or are being effectively educated at home or in alternative provision
All Looked After Children have high quality Personal Education Plan that specifically address their needs and enable them to achieve their potential.
The needs of children with special educational needs are being effectively met, as far as possible within mainstream settings and/or in provision that is close to a child's home.
All children and young people are making the best possible progress against prior attainment.
Children exercise regularly and take part in physical activity
Children and young people are supported to develop good social and life skills and have the skills and qualities that enable them to be 'employable'
Children have good mental health and emotional wellbeing
Children develop good communication skills
Children are confident and enjoy positive self esteem
All children regularly attend education at every stage of their development
Vocational profiling for young people with SEN will be fully in place
Pre-birth to 4
Children have achieved all the developmental milestones that make them ready for school
Children make successful transitions between phases of education
All early years settings are judged as good or outstanding and so children have access to high quality early years settings
Children learn how to learn through play from an early age
Children have developed age appropriate language, literacy and numeracy skills
5 to 11
Children understand the importance of good health and its impact on their lives
Children make successful transitions between phases of education
Children participate in recruitment of key staff
Children make expected progress and achieve their potential at Key Stages 1 and 2
11 to 16
Children make successful transitions between phases of education
Children develop economical awareness and entrepreneurial skills
Children make expected progress and achieve their potential at Key Stage 4

Children make well informed decisions about their planned learning programmes and future ambitions
16 to 18
Young people make a successful transition into further education, sustainable employment and/or training
As many young people as possible progress into higher level learning
Young people gain appropriate qualifications at levels 1, 2 and 3 that enable them to progress into further learning or employment.
All 16 to 18 year olds are in employment, education or training
19 to 25
Young people are able to access sustainable work opportunities
Young people are in employment, education or training
Young people have developed the skills and qualities necessary to live independent lives.
Early Help, Early Intervention and Health
<i>Early Help, Early intervention and Health outcomes are aligned to the Council's Corporate Plan for 2016-19, Priority 2: Providing the best life through education, early help and healthy living. The responsible Head of Service for the following outcomes is the Head of Service for Early Help and Family Intervention</i>
All children
Young children develop strong attachment to at least one appropriate adult who will keep them safe
Children experience and environment where there is no violence, abuse or neglect
Children exercise regularly and take part in physical activity
Children and young people maintain a good positive weight
Children have a health, balanced diet
All children in care receive an annual dental and medical check up
All children experience good dental health
Able to access good provision of medical support
Health needs of children are identified as early as possible and addressed
Children are encouraged to be role models for their peers and younger children
Parents are supported to get back to work
Children and young people are supported to have good mental health and have good emotional wellbeing
Children will develop good communication skills
Children will be supported to be confident and have positive self esteem
Children and young people are supported to develop good social and life skills
Children and young people are safe from CSE risk and going missing
Children and young people who need access to mental health services receive it in a timely manner which prevents the escalation of issues
Children participate in democratic processes
Pre-birth to 4
Children have achieved all the developmental milestones that make them ready for school
All early years settings are judged as good or outstanding and so children have

access to high quality early years provision
Babies are breastfed in line with national statistics
Children learn how to play from an early age
5 to 11
Children participate in recruitment of key staff
All children have routine weighing and measurements in line with the national child measurement programme
11 to 16
Children and young people register for and exercise their right to vote
All children can access Edge of Care Services to keep them in their families where it is safe to do so.
16 to 18
Children participate in democratic processes
Children and young people register for and exercise their right to vote
19 to 25
Children with disabilities are supported to have a smooth transition to adulthood
Safeguarding and Looked After Children
<i>Safeguarding and Looked After Children outcomes are aligned to the Council's Corporate Plan for 2016-19, Priority 1: Safeguarding and protecting those that are most vulnerable. The responsible Head of Service for the following outcomes is the Head of Service for Safeguarding and Children's Social Care.</i>
All children
Children will feel listened to and will have a voice in all aspects of their care
Children are protected from harm at home, in school and in the community
Children have trust in authorities and agencies to support them
Children coming into care will be able to access a range of care and permanency options that will keep them safe from harm, ensure their emotional and physical wellbeing and ensure they achieve their educational potential.
Children experience and environment where there is no violence, abuse or neglect
Children exercise regularly and take part in physical activity
Reduced risk of domestic abuse and conflict at home
Able to access good provision of medical support
Health needs of children are identified as early as possible
Able to avoid harmful situations
Children and young people are supported to have good mental health and have good emotional wellbeing
Children will develop good communication skills
Children will be supported to be confident and have positive self esteem
Children and young people are supported to develop good social and life skills
Children and young people are safe from CSE risk and going missing
Children and young people who need access to mental health services receive it in a timely manner which prevents the escalation of issues
Children exercise regularly and take part in physical activity
Children who are at risk of offending and/or have older siblings who are offenders do

not go on to offend themselves.
All children and young people have an opportunity to engage in cultural activity
Pre-birth to 4
Children have achieved all the developmental milestones that make them ready for school
5 to 11
Children will be able to recognise risk
Children will be able to talk to an appropriate adult who can help them when they feel worried
Children will be encouraged to participate in recruitment of key staff
11 to 16
Children and young people are safe from CSE risk and going missing
Children and Young people have a 'safe' network of friends who provide a positive peer group
16 to 18
Children and young people at risk of homelessness are supported appropriately
Children and young people have a smooth transition to adulthood
Young people are supported to access education, employment and training
Young people are supported to develop 'life skills' that will ensure they are ready for independence
19 to 25
Young people accessing further education and training will be supported to access 'staying put' arrangements or appropriate housing options

Appendix B KPI's

Safeguarding and Looked After Children KPIs
650 MASH contacts received in a month to be considered
No more than 22% of Re referrals within 12 months
Number and rate of assessments completed in month as per 10,000 children aged 0 - 17years will be maintained at 500 or within the range of our statistical neighbours
At least 85% of Assessments completed in under 45 working days
No of CIN Children as at month end (this excludes LAC, CP and Incomplete Single Assessments) will be maintained at 300 or within the range of our statistical neighbours
90%+ of ICPCPC will be held within 15 working days
Number and rate of children subject to CP Plans per 10,000 population 0-17 years will be maintained at 50 or within the range of our statistical neighbours
The number of Looked After Children per 10,000 population 0-17 years will be maintained at 64 or within the range of our statistical neighbours
No more than 8% of children will have 3+ placements in the year
3 or more adoptive families will be approved per month
Education KPIs
Early Years FSP: 70% or more of children achieving a good level of development
Key stage 2: 91% of pupils making expected progress in reading between key stage 1 and key stage 2
Key stage 4: 59% of pupils will attain 5+ A* - C grades including English and Maths at GCSE
FSM / Non FSM gap achieving 5 A* - C GCSE inc English and Maths will be 45% or less
SEN / Non SEN gap achieving 5 A* - C GCSE Inc English and Maths will be 59% or less
Under performing Ethnic Groups KS2 gap in Reading, Writing and Maths will be 59% or less
Under performing Ethnic Groups KS4 gap in achieving 5+ A* - C inc Eng and Maths will be 59% or less
At least 85% of Reading Schools judged good and outstanding with an aim to reach 100% by 2018
Increase in the percentage of young people with learning difficulties / disabilities 16-19 who are in Education, Employment or Training to 20%
No more than 2.5% of young people who are NEET by January 2017
100% of all young people's Education, Employment or Training status is known
Early Help, Youth Offending and Health
Less than 5% of Early Help cases stepped up to Children's Social Care

30% or more of cases stepped down to Early Help inclusive of contacts from MASH and social care teams
Less than 10% of closed CAT cases that are re-referred into Children's Social Care within 9 months
Less than 7% of closed CAT cases that are re-referred into Early Help within 9 months
75% of cases make a significant positive change in DV, Neglect and MH
376 per 100,000 of 10-17 population of first time entrants into the criminal justice system
1.19 or less frequency rate of re-offending of cohort of re-offenders
75% or more of 'missing interviews' completed
60% of SEMRAC cases that improve / change
63% or more of mothers who continue to breastfeed after 6 weeks
Teenage pregnancy conception rates equal to or less than the England national average for that year (approx. 23.3%)

**Children and Young People's Interim
Commissioning Strategy April 2016 to March 2017
Action Plan**

This action plan describes the activity planned between April 2016 to March 2017 in order to achieve the Commissioning Priorities and Principles set out in the Children and Young People's Interim Commissioning Strategy. Many of the actions and activities listed are already underway.

The Council's children's services have been inspected by Ofsted. The inspection has been carried out between the week commencing the 23rd of May 2016 and the week commencing the 13th of June 2016. The inspection report is likely to be provided to the Director of Children's Services around the 14th of July 2016 and the final report is likely to be published on Ofsted's website around the 5th of August 2016. Once the final report has been agreed this action plan will be amended to include all actions pertaining to the commissioning team and commissioning of services.

In addition Impower are currently working with the Council to look at; mapping referral pathways into Early Help, mapping spend against tiers of need, process mapping SEN & disabilities and creating a new model for Social Care based on demand analysis. Once Impower have completed their exercise, any actions pertaining to the commissioning team and commissioning of services will again be appended to this action plan.

A key activity for the remainder of 2016/17 is the development of a full Children and Young People's Commissioning Strategy which is likely to be at least a three year strategy and will include hypotheses, needs, service and market analysis, service design, purchasing plans and market management plans. This action plan therefore contains an overview of the activity to be undertaken in order to ensure delivery of the next strategy, and many of the actions listed throughout will directly inform its development.

Subject: Ofsted Inspection outcomes	
Action	Timescale
To be added when available	
Subject: Impower outcomes	
Action	Timescale
To be added when available	
Subject: Needs Analysis and Commissioning Strategy 2017-18 onwards	
Action	
Deliver full Needs Analysis across the range of DCEEHS services	ACE autumn 2016
Deliver full Commissioning Strategy and Action Plan from 2017-18 onwards	ACE March 2017 (see additional note on page 4)
Subject: Commissioning Priorities and Principles (IFA)	
Action	Timescale
All enhanced IFA placements to be reviewed at Solutions Panel	COMPLETE All cases were taken to panel during May 2016
LAC with transport through SEN or other additional transport to be checked to see if double funding is occurring.	IN PROGRESS A number of these cases have already been discussed at panel and the remainder will have been discussed by the end of July 2016.
IFA Approved Provider List - individual provider meetings to establish agreed fees for emergency placements.	IN PROGRESS Meetings have been held with two providers and further meetings are scheduled for June and July 2016.
Explore collaborative arrangements with other local LAs developing local IFA provision further.	IN PROGRESS A meeting has been held with Wokingham and a further meeting with other LAs including Slough will take place prior to mid-July 2016.
IFA South Central Framework <ul style="list-style-type: none"> Options Appraisal - present final version to DMT for decision on sign-up to new framework 	IN PROGRESS An Options Appraisal is complete in accordance with the knowledge we have about the future framework. This is due to a number of areas currently under discussion with other LAs on the framework with no final agreement to date. A final Options Appraisal will be taken to DMT by September 2016.
Subject: Commissioning Priorities and Principles (QUALITY MONITORING)	
Action	Timescale
Outcomes monitoring for individuals and Service user feedback: <ul style="list-style-type: none"> Deliver pilot project for IRO service to use outcomes monitoring forms at reviews and report back on findings to inform proposals for rollout 	IN PROGRESS The pilot has concluded and a review meeting is due to take place by mid-July 2016.
Provider self-audits validated by site visits: <ul style="list-style-type: none"> Work with Northgate to develop IT 	IN PROGRESS Work is currently being undertaken with

<p>solution to recording. Embed process into teams weekly activity</p>	<p>Northgate to work on an IT solution which will allow providers to update their self-assessments straight to our database. This work is expected to conclude by September 2016.</p>
<p>Develop a risk matrix to flag up potential risks to individual placements and care providers and identify trends</p>	<p>IN PROGRESS The Quality Monitoring Team is leading on this work with Children's Commissioning and a first draft has been created. This work is expected to be completed by September 2016.</p>
<p>Outcomes Framework - deliver monitoring process and reporting procedure</p>	<p>YET TO COMMENCE This work will commence upon the completion of other pieces of work within the Quality Monitoring work stream. It is expected that this work will be completed by November 2016.</p>
<p>Subject: Commissioning Priorities and Principles (RESIDENTIAL CARE)</p>	
<p>Action</p>	<p>Timescale</p>
<p>All residential placement to be reviewed at Solutions Panel</p>	<p>COMPLETE All cases were taken to panel on the 13th of April 2016</p>
<p>Develop approved provider list with contracts in place</p>	<p>IN PROGRESS A meeting took place with a provider in May 2016. This work has paused whilst a Prime Provider Model is explored. This work is due to be completed by September 2016.</p>
<p>Mid Southern Framework - deliver options paper for commissioning arrangements for Children's Residential Care</p>	<p>YET TO COMMENCE A paper will be taken to DMT in August, in line with the Frameworks end date in September 2016.</p>
<p>Prime Provider Model: Research information around this model and report findings to DMT</p>	<p>IN PROGRESS Two meetings have been held with a provider who is delivering the Prime Provider model in May 2016 and further meetings including meetings with LAs who have taken up this option will take place in June and July 2016.</p>
<p>Subject: Commissioning Priorities and Principles (SEMI-INDEPENDENT LIVING)</p>	
<p>Action</p>	<p>Timescale</p>
<p>Work with Leaving Care Team to identify a joint process for forecasting and planning for semi-independent placements</p>	<p>COMPLETE Joint meetings have already commenced and will continue on a bi-monthly basis to identify those young people who are reaching 15.5.</p>
<p>Regional Collaboratives - proactive contact with neighbouring authorities to explore joint commissioning opportunities</p>	<p>IN PROGRESS A meeting has been held with Wokingham and a further meeting with other LAs including Slough will take place prior to mid-July 2016.</p>
<p>Deliver specific 16+ Needs Assessment</p>	<p>IN PROGRESS This work commenced in partnership with the</p>

	knowledge management team in April 2016 and will be completed by August 2016.
Review current purchasing and contractual arrangements and make recommendations for improvements	YET TO COMMENCE This work will commence upon the completion of the specific 16+ needs assessment in August 2016. This work will be completed by November 2016.
Market research and dialogue to develop proposals for: <ul style="list-style-type: none"> • Semi-independent group living: with 24 hour support/presence • Accommodation with Floating Support 	YET TO COMMENCE This work will commence upon the completion of the specific 16+ needs assessment in August 2016. This work will be completed by November 2016.
Develop proposals for an internal Supported Lodgings Service:	YET TO COMMENCE This work will commence upon the completion of the specific 16+ needs assessment in August 2016. This work will be completed by November 2016.
Mother and baby placements - carry out a needs assessment and a review of options for DMT	YET TO COMMENCE This will be presented to DMT in August 2016.
Subject: Commissioning Priorities and Principles (TENDERS)	
Action	Timescale
Leaving Care Framework - prepare tender exercise	IN PROGRESS This has been discussed with Procurement and preparation documents for the tender will be completed by September 2016.
Residential Care Framework - prepare tender exercise	IN PROGRESS This has been discussed with Procurement and preparation documents for the tender will be completed by September 2016.
Prime Provider Model Framework - deliver options appraisal on viability of this model	IN PROGRESS Two meetings have been held with a provider who is delivering the Prime Provider model in May 2016 and further meetings including meetings with LAs who have taken up this option will take place in June and July 2016. An options appraisal will be delivered to DMT in August 2016.
Subject: Commissioning Priorities and Principles (CONTRACTS)	
Action	Timescale
Develop a register of block and spot purchasing arrangements across the directorate and any contracts currently in place to cover these arrangements.	IN PROGRESS A lot of information regarding spend has been received as a result of Helen McMullen's initial e-mail on the 7th of April.
Review purchasing arrangements against outcomes, value for money, needs identified and	3 meetings have been held with finance partners to look further at spend.

quality to establish priorities and next steps	There is some duplication with work that Impower will be undertaking. Commissioning are working with Impower on this piece of work. This contracts project is due to be completed in September 2016.
Deliver a clear plan and timetable for delivering the commissioning/contract activity required to formalise arrangements with those that we purchase from and to ensure commissioning best practice is followed.	IN PROGRESS A clear plan and timetable have been developed which will need to be revised to reflect delays due to the Ofsted inspection. This work will be completed by September 2016.

Planning and preparing for the Children and Young People's Commissioning Strategy 2017/18 and beyond.

A number of activities will need to be undertaken in order to have a full and well researched Children and Young People's Commissioning Strategy in place for April 2017.

Some of these activities have been listed below. This is not an exhaustive list. One of the key elements to the successful delivery of the new strategy will be a robust governance process which will oversee progress and support the effectiveness of partnership working which is crucial for the delivery of the strategy. With this in mind it is hoped that the development of the new strategy will become an ongoing agenda item for the Children's Directorate Management Team and that regular updates will be presented at Lead Member Briefings. The expectation is that the final strategy will be presented to the Adult's, Children's and Education Committee (ACE) on the 20th of March 2017.

Key stages in the process will include:

- **Project Planning, agreeing the focus of the strategy and clarifying roles**
- **Needs Analysis and Service, Market and Resource Analysis**
- **Legislation research and National and Local Context**
- **Gap Analysis**
- **Communicating and engaging with stakeholders**
- **Communicating and engaging with service users, their families and carers**
- **Service Redesign and Formal Decision-Making**
- **Implementation planning**