



Childrens Commissioning Strategy 2023 -2025



Our Vision



Our vision is to commission high quality, value for money services which make a real difference to children and families lives:

- We seek to understand the needs of children and young people across Derbyshire, to work with Early Help and Safeguarding, and Schools and Learning to shape strong and effective commissioned services. [Joint Strategic Needs Assessment - Derbyshire County Council](#)
- We pledge a strong emphasis on co-production; including our children and young people in service design, quality assurance and continuous improvement.
- We endeavour to ensure our commissioning is strategic, informed and leads to good outcomes
- We want to support colleagues to conduct compliant commissioning and procurement activities
- We seek to improve processes, pathways and increase fair and equal access to the services we commission
- We have robust methods of monitoring and managing our contracts to ensure they are safe, effective and provide value for money
- We ensure all commissioning activities meet the needs and priorities of our Children's Services Plan [Children's Services Service Plan \(derbyshire.gov.uk\)](#)

Regional Collaborations

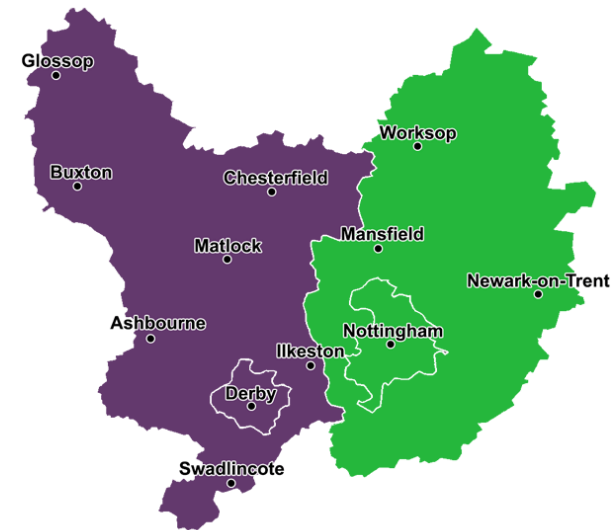
In Derbyshire we have a strong commitment to working with our partner local authorities across the East Midlands region. We are supported by the School Development and Support Agency (SDSA) and East Midlands Regional Improvement and Innovation Alliance (RIIA). We form a regional commissioning group which meets regularly.

East Midlands Region



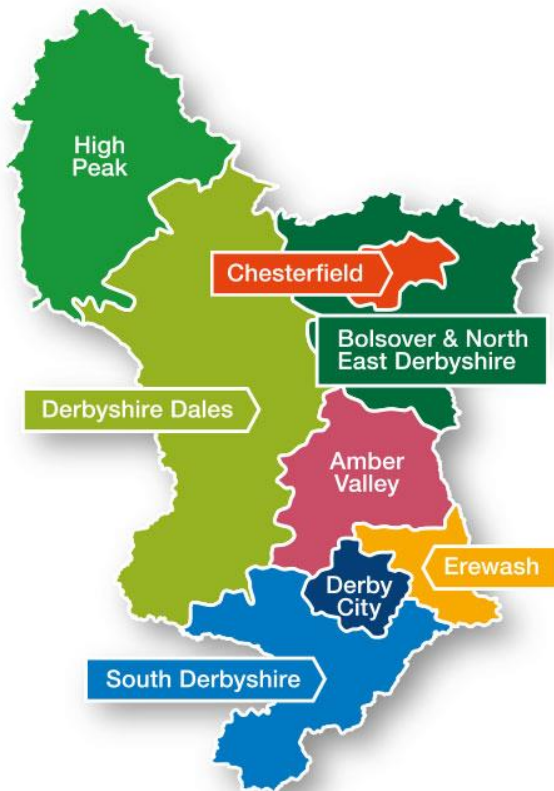
D2N2 Sub Region

We have a further strengthened relationship with our sub regional colleagues across the D2N2. We share commissioning and efficiency opportunities and have a number of jointly commissioned services such as the Children in Care Framework, Supported Accommodation, EHCP support. We have ambition to create a sub regional sufficiency strategy for care placements.



Integrated Systems Partnerships

Commissioning should be based upon a commitment to partnership working with allied agencies including education, health, children's and adult social care and other community services.



Joined Up Care Derbyshire includes the collaboration of Derbyshire County Council , Derby City Council, Derby and Derbyshire Integrated Care Board and the VCSE sector. **Our strategy » Joined Up Care Derbyshire**

We work closely with colleagues across the integrated care system (ICS) to support children with complex needs. We have a Section 75 agreement for pooled funding and a commitment to placing children at the centre of our commissioning decisions. [Derbyshire Joint Commissioning Strategy SEND 2022-2025](#)

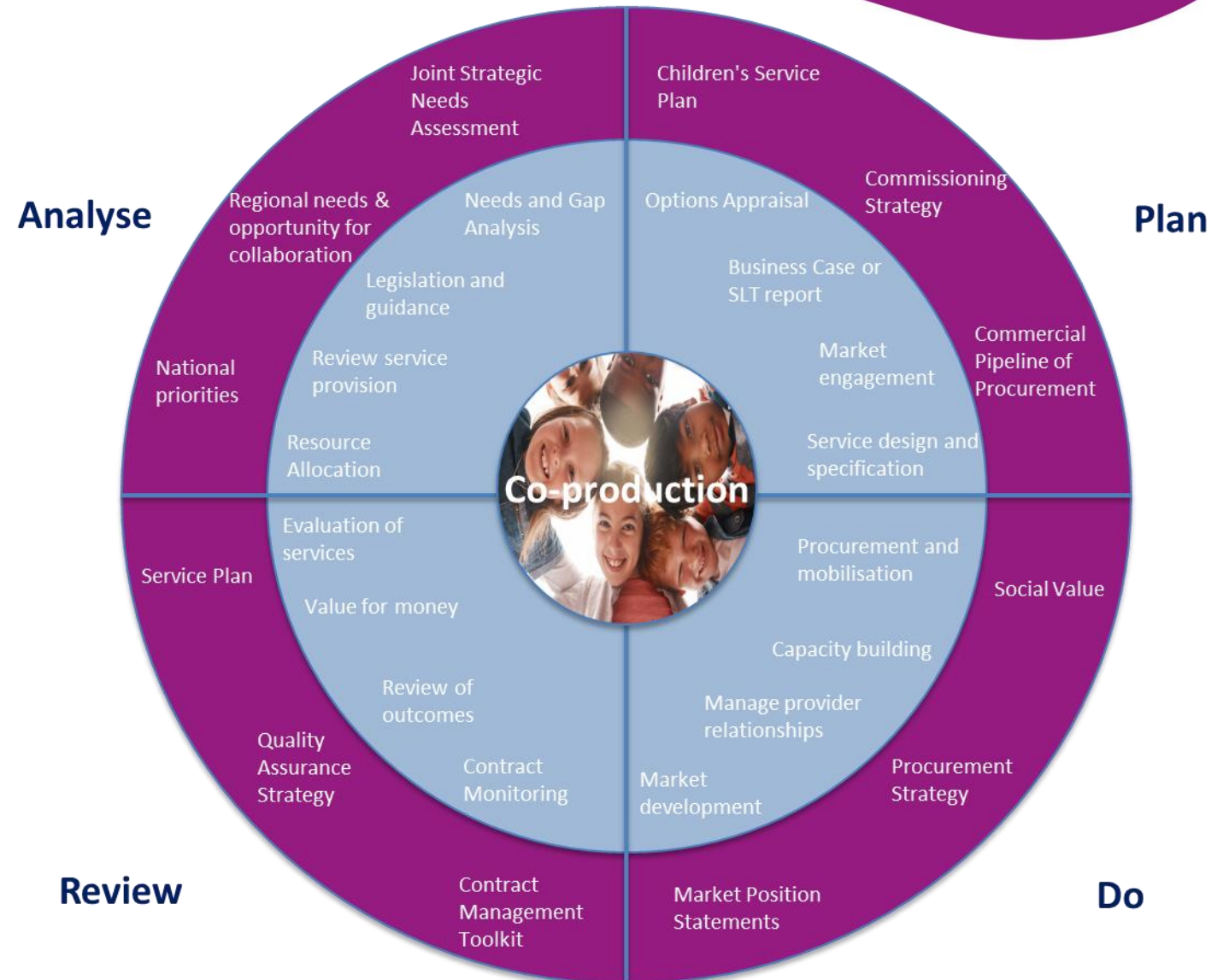
There is a strong collaboration between Derbyshire County and Derby City Councils, working together to form a Children in Care Strategic Development Group.


Joined Up Care
Derbyshire

Commissioning Approach

Commissioning involves measuring and agreeing need, understanding expectations, agreeing priorities and plans, planning and commissioning activity, monitoring and reviewing performance, and holding providers to account in order to improve outcomes. By committing to the use of the commissioning cycle we ensure that:

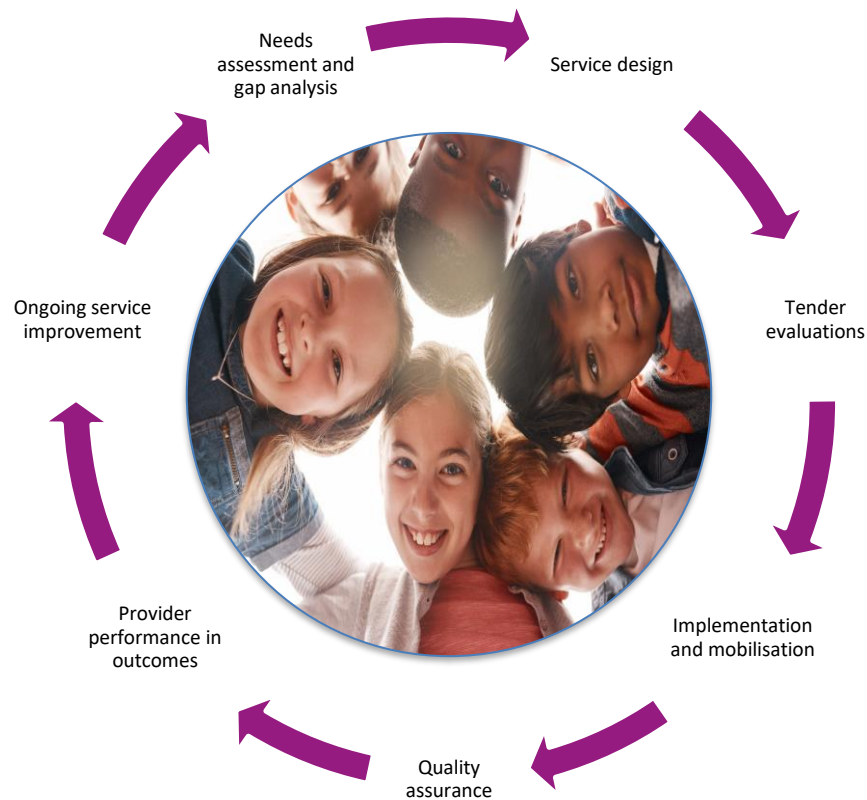
- Partners work together effectively to understand and meet the needs of their communities
- There is a clear understanding of the existing and potential future needs of children young people and their families based on reliable quantitative and qualitative evidence
- Services are compliant with and meet the needs of national legislation and guidance
- Service delivery is secured from the most appropriate provider regardless of whether they are from the public private or third sector
- Commissioners take steps to develop a diverse provider base in order to ensure that there are sufficient potential providers from the Third and private sectors
- Service delivery is continuously monitored for performance against expected outcomes with providers being held to account and where necessary challenged on their performance. Where services are no longer required or do not deliver value for money these are de-commissioned in a timely way.



Co-production and Engagement

Co-production is a practice in the development and delivery of services in which key stakeholders are actively involved in the creation of policy and services. Key stakeholders are not only consulted but are part of the conception design, steering and management of services. We work with key stakeholders across the local authority, ICS and local communities.

Our main key stakeholders are our children, young people and families



The Lundy Model of child participation is based on four key concepts:

- **SPACE:** Children must be given the opportunity to express a view
- **VOICE:** Children must be facilitated to express their views
- **AUDIENCE:** The view must be listened to.
- **INFLUENCE:** The view must be acted upon, as appropriate

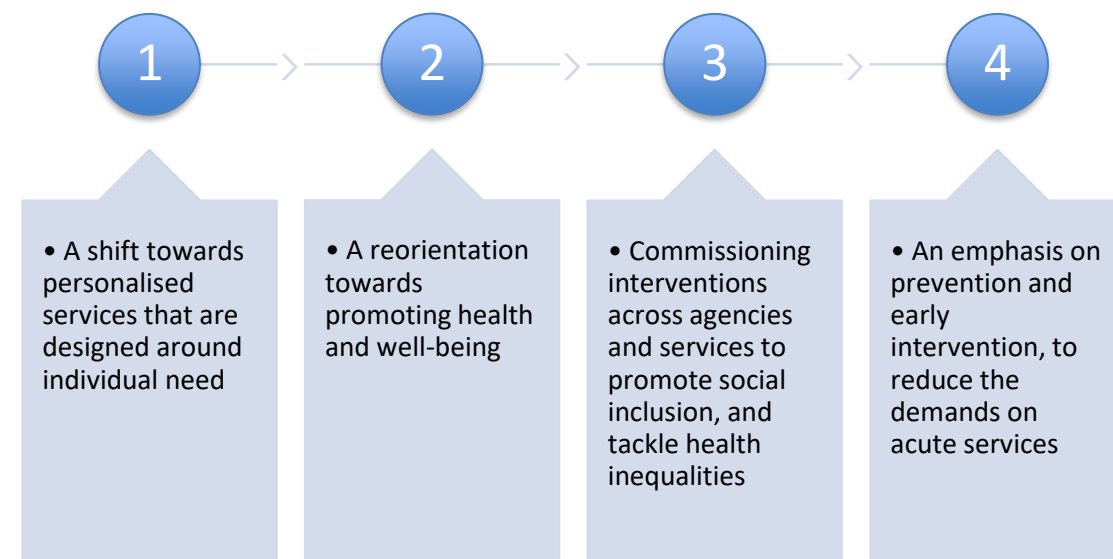
In commissioning we work closely with our children's rights and quality assurance teams to ensure that children and young people are heard, listened to and can contribute meaningfully to the whole commissioning cycle.

Strategic Commissioning Intentions

Over the next 2 years we will work with our partners to ensure we:

- Build capacity and capability in the commissioning team to ensure effective commissioning with a new brokerage service.
- Target the right point in a child or young person's pathway to ensure that universal and specialist resource is used most effectively and efficiently, for example through early intervention.
- Refocus and re-align services to deliver in relation to current priorities.
- Improve our use of commissioning and procurement mechanisms.
- Develop joint service specifications using an outcome-based approach and review and report on performance in an open and transparent way.
- Use data to identify needs and gaps in service provision, setting priorities and evaluating options including market development. Looking at how best to deliver outcomes including drawing in a wider variety of service providers to widen options and increase efficiency and flexibility.
- Develop a portfolio of purchasing solutions with service providers that can deliver clear objectives and measurable outcomes.
- Use a robust needs analysis, building on the Joint Strategic Needs Assessment, including full consultation with children, young people and parents to inform our priorities.

Partners will work together to harness their influence and their investment to deliver better outcomes for children, young people and their families. In order to meet these outcomes, there must be service improvement and partnership working to move towards achieving:



Current Challenges in Commissioning Services

Lack of suitable CiC placements in Derbyshire

- There are enough placements within the boundary but more than half of external residential homes in Derbyshire are used by other authorities. This means Derbyshire children and young people are sometimes placed at a distance

High cost placements for those with complex needs

- Placements are difficult to source for children with complex needs, especially those leaving hospital. We have dedicated resources for supporting sufficiency and fair cost placements for this cohort of children

Disparity in service provision across the county

- Children who live in rural areas of the county are not able to access services they need. This is particularly prevalent in short break and education services

Sustainability of services on long block contracts

- Some providers are experiencing hardship following the cost of living and CPI increases. This is coupled with the local authority facing the need to make savings and evidence value for money in contracts. Contributions from partner agencies are not increasing inline with CPI.

Increase in demand for emotional health and wellbeing services

- There is higher demand for emotional health and wellbeing services for children in care.

Lack of resilience in the health and social care provider market

- Providers are unable to recruit and retain staff to the sector. When new posts are established within the ICS it rarely attracts new employees to the footprint. Providers are reliant on agency staff or unable to deliver a service

How we are managing challenges:		
Strategic Steer	Commissioning Priorities	How we will deliver
Partnerships and System Leadership	<ul style="list-style-type: none"> • Increase effective pathways across integrated health commissioning • Progress regional co-operative models of care • Increase opportunities for sub regional D2N2 CiC sufficiency • Identify further opportunities for collaborative commissioning with adults services 	<ul style="list-style-type: none"> • Single process for integrated commissioning via MDT and centralising complex commissioning processes • Demonstrable increase of the number of good quality multi funded contracts which evidence good value for money • Partnership approach with D2N2 • Review s75 agreement to consider if it is sufficiently resourced
Models and Structures that Deliver	<ul style="list-style-type: none"> • Improve compliance in purchasing across children's services • Increase in data led intelligence and spend to inform future strategic commissioning decisions • Increase market resilience 	<ul style="list-style-type: none"> • Implement effective centralised brokerage systems • Improved relationships with stakeholders and MIT team • Create market position statements and engage better with the market
Workforce Development	<ul style="list-style-type: none"> • Clear resources and tools to support commissioning and contract management • Appropriate training and CPD opportunities 	<ul style="list-style-type: none"> • Resources, tools and guidance shared on CS Info Hub • Clear evidence of defined roles, career progression opportunities and talent development within the commissioning team
Strategy and Financial Stability	<ul style="list-style-type: none"> • Sufficient and relevant arrangements in place to deliver services which are used appropriately • Improved access to grant funding • Increase the use and opportunities for section 75 arrangements • Clear processes to evidence the best service for the child with the best value for money 	<ul style="list-style-type: none"> • Reduction in spot purchases • Co-ordinated and swift response for opportunities and bid writing with an increase in successful grant funding bids • Localities are fully aware of processes for shared funding for complex cases • Stronger assessments of cost of care, open book accounting, regular reviews of packages of care or support
Quality, Practice and Performance	<ul style="list-style-type: none"> • Effective needs assessments via strong, reliable and effective data streams from operational teams • Quarterly contract performance panel to assess, monitor and evaluate contract health • Development of contract management tool kit 	<ul style="list-style-type: none"> • Evidence of how contracts and frameworks are performing and meeting needs, clear actions of how to manage poor performance or additional sufficiency needs • Clear and evidenced effective contract monitoring and swift responses to poor performance

Forward Plan of Children's Services Procurement 2023-25

Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)
Children's Accommodation Support Service (including Framework for Supported Accommodation)	01/04/2023	01/09/2023	120
Creative Mentors Flexible Framework	01/04/2023	01/10/2023	78 (2.5+2+2)
Disabled Childrens Services	01/04/2023	01/10/2023	84 (3+2+2)
Family assessments	01/04/2023	01/09/2023	84 (3+2+2)
Framework for EHCP Support	01/04/2023	01/09/2023	60 (3+1+1)
Music Partnership Data Management Solution	01/04/2023	23/06/2025	60
Online Procedures Portal for Childrens Early Help & Social Care	01/04/2023	01/01/2024	120
Outdoor Activity Centre Management Software	01/04/2023	01/04/2024	60
Regulation 44 Visits for internal Childrens Residential homes	01/04/2023	01/01/2024	120
SEN Specialist Seating & Equipment Framework	01/04/2023	01/01/2024	84 (3+2+2)
Small Residential Homes for Children with Complex Needs	01/04/2023	01/09/2023	84 (5+2+2)
Temp staff for residential and home care support	01/04/2023	01/10/2023	60
Toxicology Requirements (Family Justice Review)	01/04/2023	01/04/2023	120
Transport Solution (Service User/ client requirements)	01/04/2023	01/10/2023	84 (2+2+2+2)
Young Carers	01/04/2023	01/04/2024	96
Domestic Abuse	01/10/2023	01/04/2024	72 (3+1+1+1)
CCIS Youth Working and Youth Offending System	01/11/2023	19/03/2025	96
Schools Management Information System	01/01/2024	23/12/2026	120
Emotional Health and Wellbeing for Children in Care - CS/2019/EHWB	01/03/2024	01/09/2025	84 (5+2)
Children at Risk of Exploitation	01/04/2024	01/04/2025	48
GDPR System for Schools	01/04/2024	01/04/2025	72
Supply of Externally Hosted Live Online Lessons, Asynchronous Learning and Associated Services	01/08/2024	02/08/2026	60
Children in Care Provision	01/09/2024	01/02/2026	120

Regional Opportunities 2023-25

Children in Care

- Continue to work in partnership with D2N2 for CiC sufficiency:
 - D2N2 Collaborative fostering programme
 - D2N2 Block contract for residential care
 - Regional or sub regional care cooperative

Specialist Education

- Regional assessment of Alternative Provision and INMS and potential for regional or sub regional approach

Integrated Health Commissioning

- Continued development of the Children and Young Peoples Delivery board and CYP ICS transformation plan
- Shared resources for the delivery of short breaks and children's continuing care

Care Leavers

- Supported Accommodation framework and collaboration across D2N2 to support providers with registration
- Staying Close project implementation and development of regional care leaver offer

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June 2023