



COMMISSIONING PROSPECTUS – SERVICES FOR CHILDREN AND YOUNG PEOPLE (2016-2019)

CONTENTS	PAGE
INTRODUCTION	2
SECTION 1: STRATEGIC CONTEXT	2
NATIONAL	3
LOCAL	3
SECTION 2: ABOUT THE CITY	4
CITY OF LONDON CORPORATION	4
CITY OF LONDON COMMUNITIES PROFILE	5
SECTION 3: CHILDREN AND YOUNG PEOPLE	8
CITY OF LONDON CORPORATION'S –	
THRESHOLDS OF NEED	8
SAFEGUARDING	9
LOOKED AFTER CHILDREN	9
SECTION 4: OUR COMMISSIONING APPROACH	10
PERFORMANCE MANAGEMENT	12
NOVATION AND DE-COMMISSIONING	13
OUR COMMISSIONED PORTFOLIO	13
SECTION 5: OUR COMMITMENT TO SERVICE PROVIDER PARTNERS	14
SECTION 6: APPENDICES	16

Introduction

This prospectus sets out the City of London Corporation's vision and commitment for commissioning services for children and young people.

It is aimed to inform residents, colleagues, Members and our current and potential service providers of our commissioning approach and of the City Corporation's unique position and the opportunities that this provides.

The City Corporation's ambition is to *“provide high quality services and deliver sustainable outcomes for residents and workers”*.

Through this document, we want to strengthen our commissioning for children and young people. Our priority is to continue to meet the needs of our children and young people, and their families. Our unique population enables our commissioning to take on a personalised approach in responding to diverse and sometimes sporadic needs. In meeting the needs of our residents, and children who come into our care, we will continue to deliver a range of internally and externally commissioned services.

Commissioning for children and young people in the City of London has evolved alongside the drive for local government to provide more effective and high quality commissioning for public services, which focuses on achieving outcomes and demonstrating value for money.

The commissioning cycle and the effectiveness of interventions are not static. Therefore, this document sets out an on-going approach and a high level forward plan that allows the City to remain flexible and agile to change.

Section 1: Strategic context

National

National policy and statutory requirements shape our role and response. The Children's Act 2004 provides local authorities with the significant role, responsibility and powers to deliver the outcomes sought. All local government functions for children's welfare and education sit within the statutory authority of local directors of Children's Services. Hence, the City's commissioning for children and young people sits within the City Corporation's Community and Children's Department.

The Children and Families Act 2014 and the Care Act 2015 provide key influences for our future work, in particular our responses to parents and young carers, as well as children and young people with Special Educational Needs and/or Disabilities (SEND).

The learning from child protection serious case reviews, which have occurred outside of the City, and the growing national awareness of issues such as

child sexual exploitation and radicalisation, continue to influence the scope, focus and delivery of our work.

Local

Local drivers that inform service priorities and delivery include the City of London Corporate Plan, and the Department of Community and Children's Services Business Plan – Roadmap to Outstanding services (2016-17) <http://www.cityoflondon.gov.uk/services/Pages/community-childrens-services.aspx>. Beneath these sit our strategies that reflect the ambitions and responsibilities the department has for the City's children and young people.

The City Corporation's (Children and Young People's Plan (CYPP) <http://www.cityoflondon.gov.uk/services/Pages/community-childrens-services.aspx>) sets out a shared vision for children, and seeks to provide:

“A safe, engaged and integrated community that enables all City children and young people to achieve their full potential”.

This vision is underpinned and delivered by a set of guiding values:

- enabling equality of opportunity
- striving for excellence
- giving every child a voice
- applying child-centred approaches
- a “we will” approach to service delivery
- high aspirations on behalf of all our children, young people and families
- a strong commitment to improve outcomes, particularly for the most vulnerable.

The City Corporation has developed a set of local priorities for children and young people that are set out in the CYPP. These priorities are the product of wide-ranging stakeholder consultation, analysis of need and an understanding of local and national drivers.

The four priorities of the CYPP are to:

- Priority one: close the gap for vulnerable groups
- Priority two: close the gap in outcomes for children, young people and families based on their localities
- Priority three: ensure that children and young people are well prepared to achieve in adulthood through high quality learning and development
- Priority four: improve the physical and emotional health and wellbeing from conception to birth and throughout life.

These priorities inform a detailed action plan to deliver service improvement and change, much of which will be delivered through our commissioning

role. This document complements the CYPP and the following strategies: Early Help, Corporate Parenting, Special Educational Needs and Disability, and Early Years and Education.

Links to our local strategies are provided in Appendix one.

Following a review, our Commissioning Team was restructured and given additional capacity to deliver commissioning support across our wide portfolio of education, health, social care and housing services.

Commissioning provides the means, through which the City Corporation can achieve its vision, to demonstrate its values and deliver to the priorities set out in the CYPP and other supporting strategies. We are committed to a continuous process of better understanding and identification of needs; better design and delivery of responses and services, and on-going evaluation and development of interventions. And children, young people and their families will be alongside us to ensure we do this at every stage.

Section 2: About the City

City of London Corporation

The City of London Corporation is a uniquely diverse organisation. We have a special role and wide remit that goes beyond that of an ordinary local authority.

The following three statements form the core values of the City of London Corporation as specified in the Corporate Plan. Our values inform the way we work, what we do and how we do it:

- **The best of the old with the best of the new**
Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- **The right services at the right price**
Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- **Working in partnership**
Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Many of the services provided by the City Corporation are funded from our own resources, at no cost to the public, and benefit London and the nation. More information is available on our website <http://www.cityoflondon.gov.uk>

Our governance approach in the City Corporation is equally unique. Our Members (Common Councillors and Aldermen) represent communities and businesses in the City of London, not political parties. Therefore, we have a pragmatic and dynamic approach to policy development and decision-making.

Close working relationships with the City's businesses have enabled us to develop effective and sustainable employment schemes. We will continue to work with businesses to see how they can be best involved in realising their corporate social commitments to their staff and our local communities.

The City Corporation has a stable workforce, and we have been financially prudent to ensure we can continue to sustain essential services to our most vulnerable communities.

We are continually striving to make our communities – young people, their families and wider networks – the heart of our commissioning and performance management approach. Across the City, we have an Asset Based Community Development approach which seeks to understand and harness the strengths of communities to lead us towards developing and delivering better services.

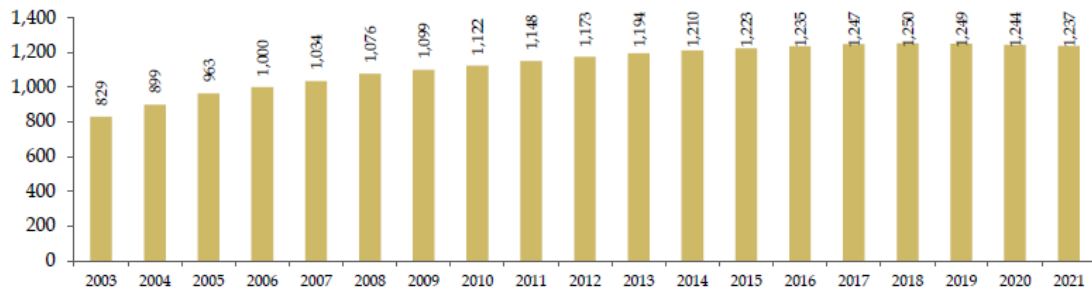
We work closely with community representative forums, including our youth forum, Children in Care Council, Young Mayor and Housing User Boards to design and develop our services. And we will develop 'young commissioner' roles with young people who have experience of, or interest in, our services.

Whilst residents in the City benefit from many of the wider services we are able to provide, many of our families are faced with the same challenges that exist across London.

City of London communities profile

The City of London is one square mile in size, with its resident population of 8,100 (mid- 2014 ONS estimate) found in densely populated pockets. GLA Population Projections forecast this to rise to 9,300 people by 2020. The resident population of City is dwarfed by its daytime working population, which has over fifty times as many people at 414,600.

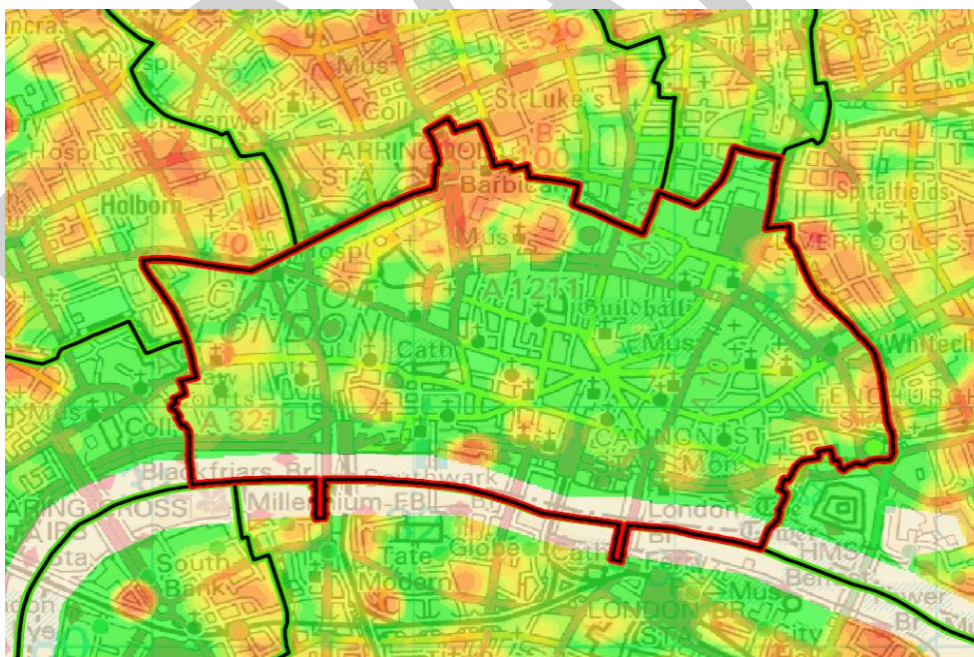
Population Projections 2003 to 2021 (0-17)



* © GLA 2010, 2009 Round Population Projections

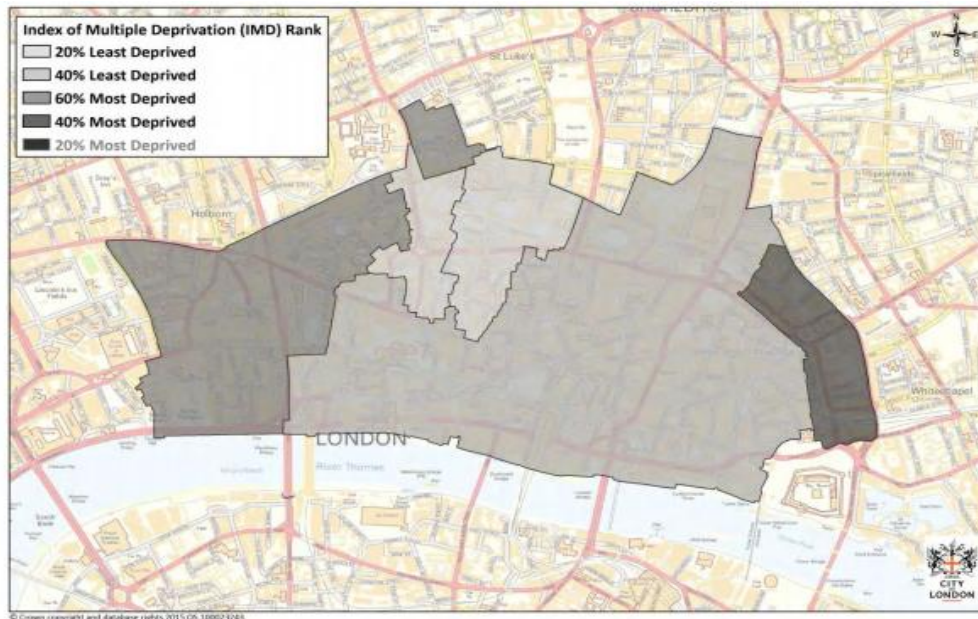
The largest ethnic group is White British at 58 per cent of the population. Asian/Asian British is the next most prominent ethnic group at 13 per cent of residents with Chinese (3.6 per cent), Bangladeshi (3.1 per cent) and Indian (2.9 per cent) being the most common constituent Asian groups. 49 per cent of children have English as an additional language. Nationally, this figure is 10 per cent*.

The City of London is easily accessible and well connected. The majority of our children and young people live close to our boundaries with the London Boroughs of Camden, Islington, Hackney and Tower Hamlets. Many of our current providers also deliver contracts in these areas. Map 1 represents the 'hotspots' where our residential housing is located across the City.



Map 1: Residential hotspots, City of London

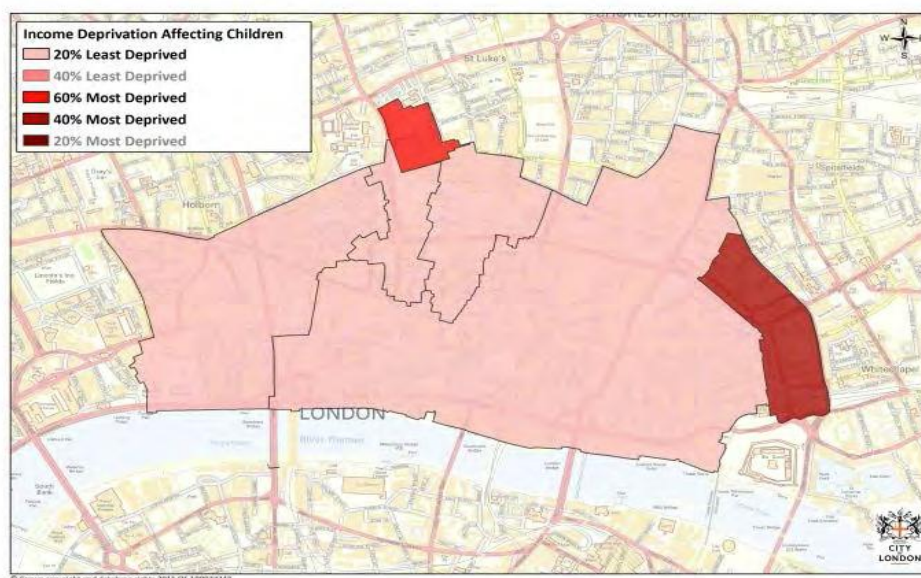
Whilst most of the City of London is relatively affluent, there are pockets of deprivation, as the index of multiple deprivation Map (2) demonstrates below.



Map2: Rank of IMD Quintile, City of London

In 2014, the City of London published its 'Child Poverty Needs Assessment'. Analysis using local data and intelligence identified that 21 per cent of City children were living in low income households (defined as living in a household with a low income supplemented by benefits), with 11 per cent in workless households.

Our Child Poverty Strategy describes our approach to tackling and reducing child poverty in the City, and identifies the scale of the issue. For example, Map 3 shows the deprivation rank of Income affecting children quintile.



Map 3: Rank of Income Affecting Children Quintile, City of London

We know that 19 per cent of City children live in a home with low income, supplemented by benefits. This compares to the national figure of 13 per cent*. 16 per cent of children are claiming free school meals, whilst the

national figure for children claiming Free School Meals is 15 per cent*. Our Child Poverty Strategy looks to address challenges faced by working poor families.

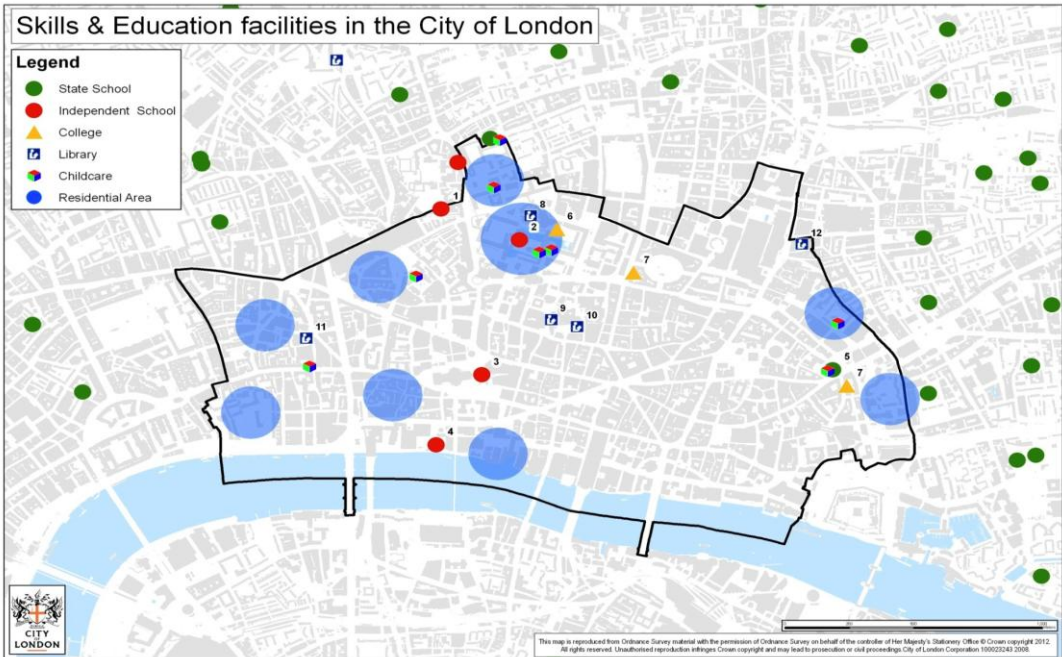
*Source: Poverty.co.uk

The Corporation's Joint Strategic Needs Assessment contains more information on the needs of our population, and can be found in Appendix 2.

Section 3: Children and Young People

We have small cohorts of children and young people who require statutory support services. But we also invest in universal and targeted youth services, sports and leisure, young people's health provision, family support services and education services. And we ensure we have well managed housing estates and safe streets. This means that every young person who lives in the City of London can get the best start in life and they, and their families, get the support they need when they need it.

Map 4 indicates the Corporation's skills and education facilities within the square mile. However, we are not limited by our geographic area. The Corporation sponsors a number of Academies and 11 housing estates in surrounding London Boroughs.

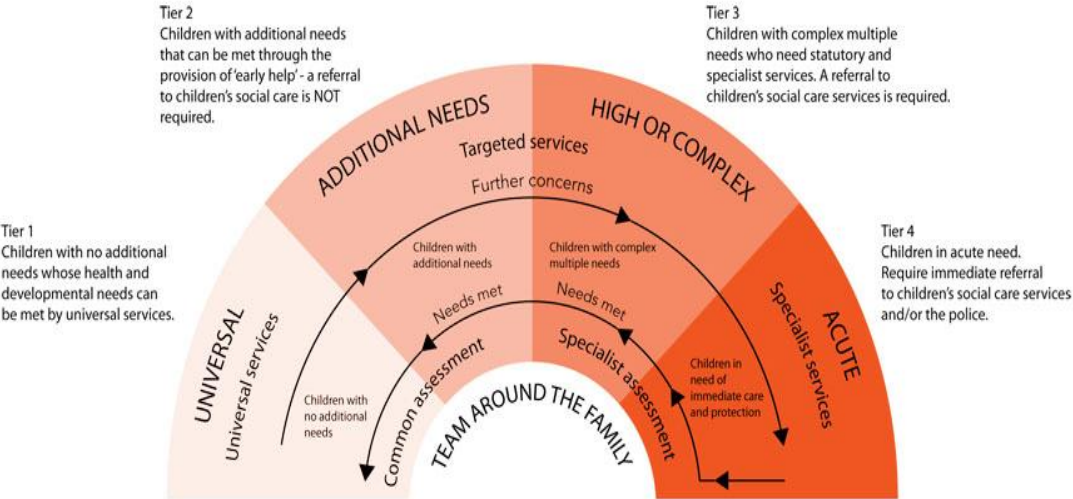


Map 4: Skills and Education facilities in the City of London

City of London Thresholds of Need

The City and Hackney Safeguarding Children Board has set out a Continuum of Needs model which ranges from children who have no additional needs (Universal) to those whose needs are acute (Targeted). This continuum is

supported by agencies offering a graduated range of support from universal to specialist services.



The City takes a multi-agency approach to common assessments involving all the professionals and agencies who work with the child and family. When referring children and young people in the City of London to early help and safeguarding services, a City of London Corporation Multi-Agency Referral Form (MARF) must be completed and submitted to the City Corporation's Children and Families Team.

Safeguarding

Section 11 of the Children Act 2004 places a duty on local authorities to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

A set of minimum standards for commissioning (Appendix 3) has been developed in order to provide clarity of our expectations. The City Corporation expects these minimum standards to be adhered to in all contracted services. Through our specifications, tendering, monitoring and Section 11 audits (audit of Safeguarding policies and protocols), we will ensure that all of our service providers have processes in place so that expected level of safeguarding is met.

The City and Hackney Children's Safeguarding Board oversees that our safeguarding practices meet the local and national requirements: <http://www.chscb.org.uk/>

Looked After Children

The City of London's Sufficiency and Commissioning Strategy for Children in Care (Appendix 3) draws together the findings from research into the needs of children and young people in care in the City of London.

As most of the children who are looked after in the City of London are unaccompanied asylum seeking children, the vast majority of commissioning for looked after children is for fostering placements.

The City Corporation is committed to ensuring that every child that comes into our care, from any background, is provided with a secure and stable placement which is appropriate to meet their needs.

Section 4: Our commissioning approach

In the City of London, we have a combination of in-house, spot purchased and commissioned services. We are pragmatic to ensure that the processes we use best fit the scale of service required and do not discourage potential providers from wanting to work in partnership with us. Examples of our commissioned portfolio can be found on page 11.

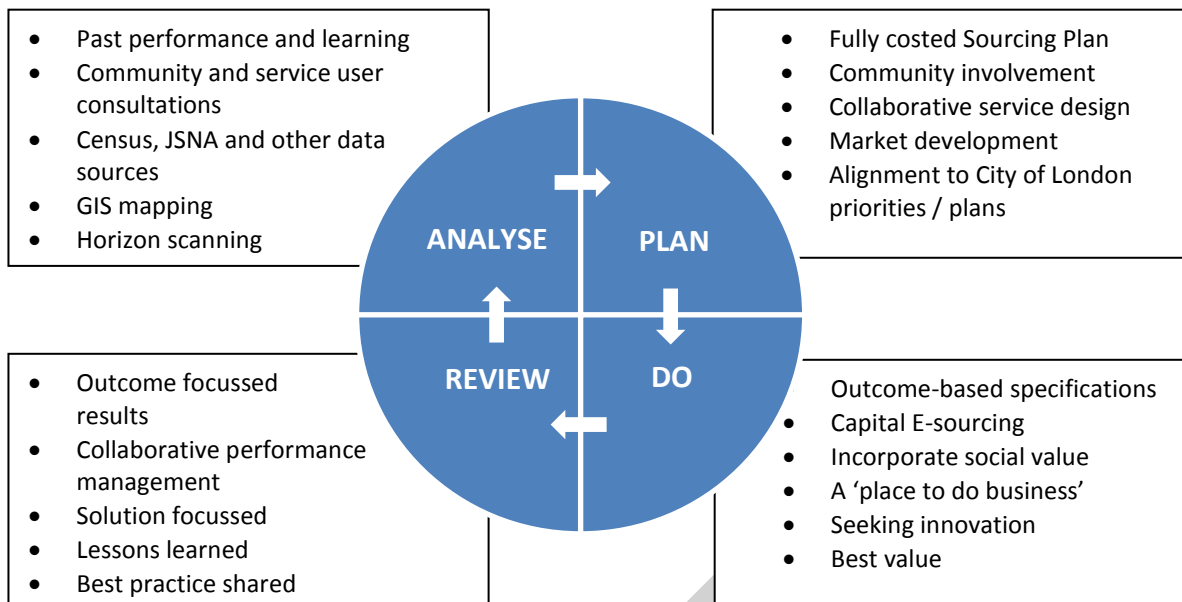
Tenders are advertised via Captial E-sourcing and, where appropriate, we undertake market involvement in the development of our service specifications.

Our evaluation panels include children and young people and/or their families and senior practitioners as well as commissioners.

Our commissioning approach is to:

- be collaborative
- be outcome-focussed
- encourage innovation
- have a strong focus on personalisation
- incorporate continuous improvement
- have our communities at the heart of all we do
- make the City of London a place where the voluntary sector, SMEs and social enterprises want to do business

Throughout the commissioning cycle, the activity we undertake alongside stakeholders (as described in the cycle chart below) will help us to develop and deliver services that meet the needs and aspirations of all our communities.



We incorporate the principles from National Audit Office's successful commissioning guide into our commissioning approach.

<https://www.nao.org.uk/successful-commissioning/>

We currently work in partnership with neighbouring London boroughs, through joint commissioning and shared service arrangements and we are contributory members on a range of London and national networks. Our learning from these arrangements and the wider national development will inform how we develop and improve our commissioning practice and service delivery.

Internally, our Community and Children's Services Commissioning Team works closely with all the other teams within the department to ensure we work in an inclusive and consistent way throughout the commissioning cycle. To support this ethos, a guide to commissioning and a commissioning training programme have been developed, in addition to this prospectus. The training programme is due to be rolled out to all Community and Children's Services staff throughout 2016.

An emphasis on continuous improvement will allow everyone within our service system – officers, providers and children, young people and their families – to learn and develop better services and responses to them. Our commissioning team have service level agreements with our in-house City Procurement service and legal services (Comptrollers and City Solicitors). This means that we can call on additional technical support to ensure that everything we do meets our local and national procurement codes and European procurement standards. The City of London Corporation's Responsible Procurement Strategy outlines the City Corporation's approach to procurement, and is available in Appendix 4.

The City Corporation has a strong record on personalisation. Our social workers and other officers work with families and their support networks to ensure that packages of care and support are individualised and relevant.

The [Public Sector Equality Duty](#) requires public authorities to have due regard to, and demonstrate compliance with, the three Equality Aims in the procurement process, namely;

- to eliminate discrimination, harassment and victimisation;
- advance equality of opportunity and
- foster good relations.

Public authorities cannot delegate their obligations under the general duty to any contractor. However, we will expect all of our providers to demonstrate how they will ensure that the City Corporation meets these obligations; and how it ensures equality for all our communities within these nine 'protected characteristics' under the Public Sector Equality Duty:

- age
- disability
- gender reassignment
- race
- religion or belief
- sex
- sexual orientation
- marriage and civil partnership and
- pregnancy and maternity.

Performance Management

Our performance management approach is designed to be collaborative not adversarial. We want to ensure that the delivery models we agree with providers are effective and the outcomes are achieved. Specifications are developed to support an outcomes-based approach in our contract monitoring. In the monitoring of our commissioned services, we will use 'SMART' targets and evaluate the 'clients' journey in demonstrating the outcomes being achieved.

Providers can expect consistent relationships with a named City Corporation contract manager and lead practitioner. We will agree the frequency of performance management meetings and data returns to make them appropriate to the value and size of the contract.

As part of our relationship we expect providers to be proactive and inform commissioners when they are aware that delivery is not 'on track'. This will help us work closely together to understand what is being achieved and find solutions when things are not going as we planned.

Novation and De-commissioning

The length of contracts we award will be determined by the funding available and/or the potential longevity of need of a service.

We are committed to meeting the changing and evolving needs of our communities. Therefore, there will sometimes be the need to change or de-commission services. As part of our collaborative relationships, we will engage with providers as soon as we can so that they are part of agreeing the scope of novation or de-commission.

When poor performance is identified, we will follow our poor performance process to ascertain if issues can be resolved by providing additional support or if a service needs to be de-commissioned. In either outcome, we will conduct a 'lessons learned' exercise, as part of the poor performance process, with all the relevant stakeholders.

Our commissioned portfolio

The City Corporation currently commissions a range of services for children and young people delivered in partnership with providers:

In-House: These services are delivered directly by the City of London Corporation. Where appropriate, they work alongside other provision delivered by our external providers and the voluntary sector so that we deliver seamless services:

- Education welfare services
- Children and family support services
- Youth participation services
- Small grants scheme.

Consultancy: We outsource specialist consultants on a case-by-case basis:

- Educational psychologists
- Special Educational Needs support.

Spot purchased: We assess the needs of each young person and, where appropriate, their family to find and purchase the most appropriate placement or service. This includes ensuring that placements are safe and meet all the necessary quality standards:

- Fostering services
- Semi-independent accommodation and living support
- Mediation services

Joint Commissioned Service with another local authority: These services we have jointly commissioned with other local statutory partners – for example,

City and Hackney CCG, London Borough of Islington and London Borough of Hackney.

- School admission services
- Public health
- Mental health assessment and support services
- Access to children centres in neighbouring boroughs.

Commissioned Services: These services have been procured through a commissioning process which will have included some type of competitive tender. Contracts are up to five years in length with regular performance management with our partner provider:

- Adoption
- Out of hours social care services
- Independent visiting
- Independent travel
- Universal and targeted youth services
- Information, advice, guidance and support service
- Volunteering schemes
- Sports and leisure services
- Sports development
- Substance misuse services
- Youth offending services
- Appropriate adult services
- Information and IT systems.

Section 5: Our commitment to service provider partners

We believe that our size, stability and flexibility can create unique opportunities for our current and potential service providers to develop innovative services. We understand that sometimes providers may be wary of working with us. They have told us that it isn't economically viable or desirable to work with small cohorts of clients. We want to meet that challenge.

We will use collaborative tendering processes. Our service specifications will tell providers about our communities and the outcomes we have collectively agreed. But we will not prescribe the ways in which we think those outcomes should be met. Instead we will ask providers to suggest and justify why they have the best solutions. This way we can allow providers to be innovative and give the opportunity to develop their assumptions about outcome-based services and demonstrate best practice.

As part of the City and Hackney Safeguarding Children Board we work closely with local agencies to ensure robust safeguarding procedures and will be there to support providers immediately with safeguarding issues that arise.

Our social workers and other officers know the support needs and aspirations of each individual young person. This means we can offer our service

providers consistent dialogue through planning and delivery of care and support packages and services. We will be involved not just in the commissioning of support but in collaboratively working alongside providers, the young person and their family to agree how we best meet the agreed and desired outcomes. It really is a person-centred approach.

In short, we will develop a commissioning approach that makes us a more attractive proposition where voluntary sector organisations, small and medium sized business and enterprises (SMEs) and social enterprises will want to do business with us.

We will expect our providers to hold us to account that we are achieving these ambitions. We will hold an annual conference where all our providers will be invited to network, share best practice, feedback on their experiences of our collaboration and help our commissioners shape future delivery. And we will publish both our current contracts register and our Sourcing Plan (Appendix 5), which shows what commissioning activity we intend to undertake over the next three year period so that our provider market can plan ahead.

Our expertise and position in the City has enabled us to work in successful partnerships with a number of health, social care and housing commissioners in other London boroughs and health authorities. And we have experience of effective small scale, innovative services and framework development. We believe that this experience can enable us to offer services which might include commissioning and procurement on behalf of other commissioning authorities. We will develop options to deliver this proposition.

Appendices

Appendix 1 – STRATEGIC CONTEXT, LOCAL STRATEGIES

- City of London Corporate Plan
<http://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/corporate-plans.aspx>
- The Department of Community and Children's Services Business Plan – Roadmap to Outstanding services (2016-17)
- City of London Corporation's Children and Young People's Plan (CYPP)
- Early Help, Corporate Parenting, Special Educational Needs and Disability, Early Years and Education
<http://www.cityoflondon.gov.uk/services/Pages/community-childrens-services.aspx>

Appendix 2 - CITY OF LONDON COMMUNITIES PROFILE

- City of London Resident Population, Deprivation Index 2015
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/development-and-population-information/Pages/demography-and-housing.aspx>
- The City of London Corporation, Joint Strategic Needs Assessment

Appendix 3 - CHILDREN AND YOUNG PEOPLE

- City of London Corporation, Thresholds of Need
- City of London Corporation, Multi-Agency Referral Form
<http://www.cityoflondon.gov.uk/services/children-and-families/children-social-care-early-help/Pages/referrals.aspx>
- City of London, Minimum standards of commissioning
- The Sufficiency and Commissioning Strategy for Children in Care in the City of London (2015 to 2017)

Appendix 4 - OUR COMMISSIONING APPROACH

- City of London Corporation – Responsible Procurement Strategy (2016-2019)

Appendix 5 - OUR COMMITMENT TO SERVICE PROVIDER PARTNERS

- Department for Communities and Children's Services; Contracts register
- Department for Communities and Children's Services; Commissioning Team, Sourcing plan

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