Bradford District and Craven
Health and Care Partnership

ACTasONE

Joint Commissioning Plan

(2023-2025)

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Purpose

Bradford District and Craven Health and Care Partnership

The Planning and Commissioning Forum is committed to publishing a set of system-wide (all age, health, care and public health) commissioning intentions. This documents outlines our intentions for 2023/24.

An intention of the Planning and Commissioning Forum is to facilitate increased collaborative commissioning in order to improve the outcomes achieved for the population, the public purse and our collective provider market. In doing so, we deliver the ambitions of our Partnership Strategy and the commitments made in our Strategic Partnering Agreement (SPA).

The aim is to agree the system-wide and shared priorities for the next year and beyond. Over time we expect to see increased alignment and collaboration leading to longer term joint strategic plans being published.

Our approach to integrated commissioning is developing to respond to changes within the partnership including the development of the ICB and the Bradford Children's Trust and this joint commissioning plan for 2023-25 aims to set out our broad ambitions during this period of change. The definitions in table 1, below, describe the different types of commissioning approaches that may be involved.

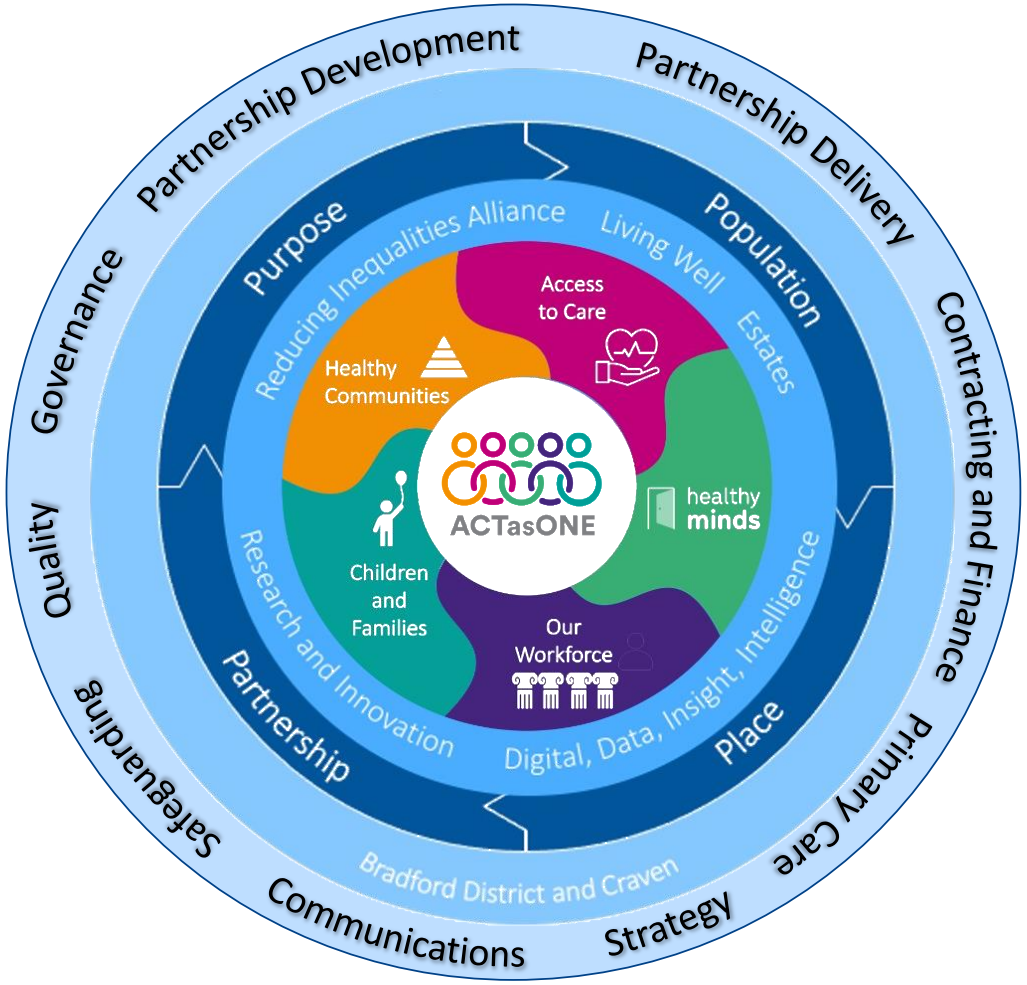
Table 1 – Planning and commissioning approaches:

Separate Commissioning Objectives, plans, actions and decisions are arrived at independently and without co-ordination.	**Parallel Commissioning** Objectives, plans, actions and decisions are arrived at with reference to other agencies.	**Joint/Collaborative Commissioning** Objectives, plans, actions and decisions are developed in partnerships by separate agencies.	**Integrated Commissioning** Objectives, plans, actions and decisions are arrived at through a single organisation or network.

2. Integrated Commissioning Context

Efforts to increase collaborative and integrated commissioning approaches in the Bradford District are being supported by:

- The Strategic Partnering Agreement (SPA) which sets out the commitment for s strong and effective place-based partnerships" in local places between the NHS, local government and key local partners.
- The development of the People Commissioning Service based within Bradford Council that includes adults, children's and public health commissioning within the Local Authority.
- The development of the West Yorkshire Integrated Care System and the West Yorkshire Integrated Care Board (ICB) and their focus on collaborative approaches to commissioning and service delivery
- The development of the Provider Collaboratives and alliance models for Mental Health, Learning Disability and Autism service delivery
- The development of new commissioning governance with the formation of the Healthy Communities, Healthy Minds, Access, Workforce and Children Young People and Families Boards.
- Creation of the Bradford Children and Families Trust, which has responsibilities for The Front Door, early help and social care practice.
- Recognition that the Local Authority have a formal Provider-Commissioner split relationship verses an emerging provider-commissioner collaborative with the Integrated Care Board and NHS.
- A joint response to the SEND Written Statement of Action highlighting the need to develop our programme of integrated commissioning through the SEND Joint Commissioning Group.



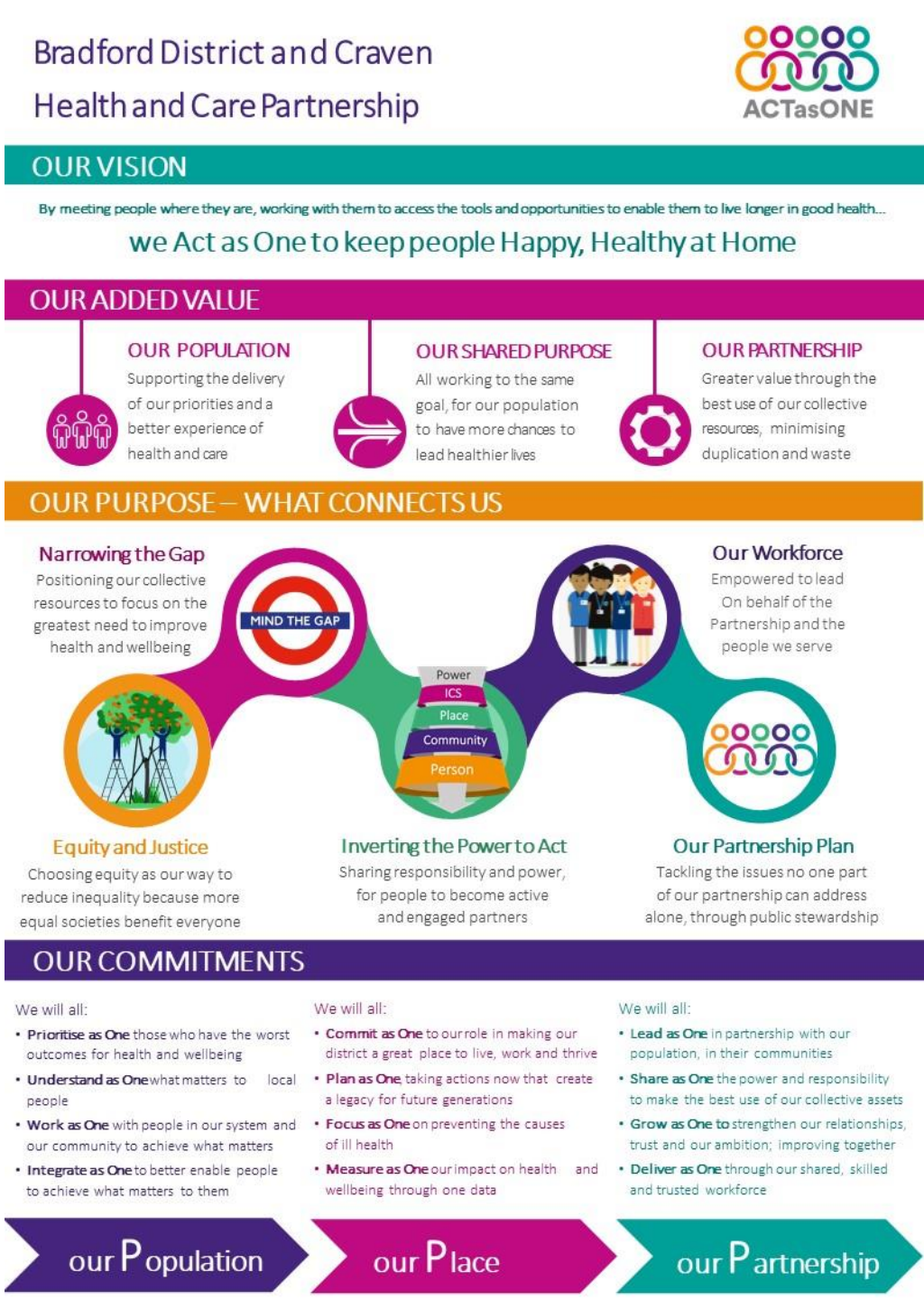
Our Partnership Strategy and the Strategic Partnering Agreement (SPA) v3

The Partners have together formed a strategic partnership on the terms set out in the SPA in order to develop an operating framework for an Integrated Care Partnership to deliver better health outcomes for the population of Bradford District and Craven.

The SPA sets out the framework, values, principles and shared ambition of all Partners in supporting work towards the transformation of health and care and better health and wellbeing outcomes for the people who live in Bradford District and Craven through the Integrated Care Partnership model. We call this our Act as One approach and has been tested through the extreme conditions we experienced during the Covid-19 Pandemic.

The SPA sets out the key terms that the Partners have agreed in how the Commissioners and Providers will work together in a collaborative and integrated way on a Best for Bradford District and Craven basis to develop and implement an ICP model for Bradford District and Craven.

This set the scene for how our Partnership Strategy has developed and the priorities and enablers we have set to achieve this together.



3. Key Teams Involved in Integrated Commissioning

Bradford District and Craven Health and Care Partnership

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Adult Social Care Commissioning

ASC services for older people, people with Learning Disabilities, Autism and Mental Health Needs, and;

- Early Help and Prevention
- Carers support*
- Advocacy*
- Housing related support

Healthcare Commissioning

NHS West Yorkshire Integrated Care Board

Commissioning across primary, community, acute and tertiary services, which includes both physical and mental health care, for all ages.

* Delegated health care commissioning through partnership

Public Health Commissioning

- Sexual Health*
- Substance Misuse*
- 0-19 Service
- Domestic Abuse and Sexual Violence*

Children's Services Commissioning

- Learning Inclusion
- Special Education Needs and Disabilities
- Positive Behaviour
- Transitions to adulthood*

Children and Families Trust Commissioning

- Early Help,
- Youth Work*
- Edge of Care
- Youth Justice
- Children Looked After*
- Care Leavers

Bradford District and Craven
Health and Care Partnership

Adult Social Care Commissioning

The Adult Social Care Commissioning Team works within portfolio areas covering:

- Older People, Physical Disabilities and Sensory Impairment
- Learning Disabilities, Autism and Neurodiversity
- Early Help and Prevention, Housing and Homelessness and Carers
- Mental Health

The Team have responsibility for delivering duties under the Care Act 2014 around market shaping and commissioning of adult social care and early help and prevention services. We work with approximately 500+ providers and manage contracts and grants with an annual value of circa £140 million.

Key priority areas for 2023/24 include:

- Enhancing our community-based social care support offer through implementation of new home support services and a review of extra care provision.
- Transforming learning disability services to ensure everyone can access the right support in the right place for them.
- Moving towards a greater focus on early help and prevention.

Bradford District and Craven
Health and Care Partnership

NHS and Partnership Commissioning

NHS West Yorkshire Integrated Care Board operates a devolved authority and accountability model across 5 ‘Places’.

Bradford District and Craven Health and Care Partnership operates in a distributed leadership model, with a Place-based lead as the local Accountable Officer. The ICB at ‘Place’ is responsible for the developing a plan for meeting the needs of the population, managing the NHS budget and arranging for the provision of health services to improve population health and people’s experience of care. The Health and Care Partnership includes Local Authority, Primary Care, VCS, NHS Trusts and the independent sector.

The Health and Care Partnership leads 5 priority and 5 enabling programmes of work:

Priority Programmes

- Healthy Communities
- Access to Care
- Healthy Minds
- People and Workforce
- Children and Families

Enabling Programmes

- Research and Innovation
- Living Well
- Digital, Data, Intelligence, Analysis
- Estates
- Reducing Inequalities

The priority and enablers will ensure we deliver on the Long Term Plan and Strategic commitments made in our Joint Forward Plan and Joint Operating Model.

Public Health Commissioning

Public Health (PH) and the PH Grant supports the work of the Local Authority in improving the health of the local population and reducing health inequalities. Strategic commissioning is a key function in achieving this and incorporates:

- Delivery of mandated PH Grant requirements: health visitor reviews of pregnant women and young children; sexual and reproductive health services; health check assessments,

- A focus on key priority areas including: alcohol and drug treatment; health improvement - weight management/smoking cessation; mental health well-being; early years support; welfare advice; domestic and sexual violence services; managing fuel insecurity

- Key Joint Commissioning activity with the NHS for 2023-24 will include a review of domestic and sexual violence services, and young persons substance misuse services. These reviews will consider how to develop integration across the system reflecting on the benefits of joining up across the graduated response with education, social care and health

Children's Services Commissioning

Children Service's commissioning encompasses responsibilities for social care, early help, targeted youth services, schools, learning inclusion, education health and care plans, services for children with special education needs and disabilities and services which support the transition to adulthood.

The team are managing a programme of improvements to joint commissioning for children with SEND in response to the OFSTED SEND Written Statement of Action which includes a requirement to expand our use of joint commissioning infrastructure to improve provision and outcomes for children and young people (0-25).

Key priority areas for 2023/24 include:

- Undertake a joint review of SEND Short Breaks Services, and develop an integrated commissioning approach to commissioning universal, targeted and specialist short breaks.
- Building on the work of the SEND JSNA, undertake a joint needs analysis of children with disabilities to support the development of integrated commissioning intentions.
- Develop our capacity as a system to jointly commissioning services which improve learning outcomes for children and responds to the needs of vulnerable learners
- Review and recommissioning of the SENDIASS service statutory service that provides support to parents and carers of children and young people 0-25 with special educational needs and disabilities (SEND) in the Bradford area, along with direct support to children and young people.
- Establishing the Start for Life programme to join up and enhance services delivered through transformed family hubs in local authority areas, ensuring all families can access the support they need.

The Bradford Children and Families Trust

Established in April 2023, the Children and Families Trust is responsible for the provision of early help, social care and services for children looked after. Working with the Trust, commissioning partners will:

- Maximise the opportunities to jointly commission services which offer early help for families and prevent the escalation of need.
- Develop a joint understanding the levels of need for children in Bradford and improve our system capacity for pooling budgets and joining up service delivery.
- Develop the capacity within the partnership for taking joint decisions about children's fostering and residential placements (social care, health and learning)
- Develop a more joined up and trauma-informed approach to how we respond as a system to children with the most complex needs.

Key priority areas for 2023/24 includes:

- Developing local residential and fostering placements located in Bradford.
- Reviewing early help and short breaks services for children with disabilities

4. How we work

Partners have agreed a set of key principles called the Strategic Partnering Agreement (SPA) which sets out how system partners will work together in a cooperative and joined up way.

The system will work together as part of the Act as One partnership and apply a strengths based and a restorative approach in how we commission services together.

Within this plan approaches are also set out around:

- Co-Production
- Working collaboratively with providers
- Working with the VCSE sector
- Planning, commissioning and change

Co-production

- The views of citizens are at the centre of our commissioning and we will ensure citizens of all ages have a voice and influence over services that support them.

- The principles of co-production will be embedded at all stages of the commissioning cycle, ensuring that people who use services and those with lived experiences are able to inform joint commissioning decisions.

- Specialist co-production staff are embedded within our commissioning teams to help ensure good practice and to develop our co-production skills as an integrated commissioning workforce.

Working collaboratively with care providers

- We will work with our markets to deliver a sustainable and diverse range of care and support providers
- By working in partnership with our providers we will seek continuous improvement in quality and choice, and deliver better, innovative and cost-effective outcomes
- Our approach to procurement will be appropriately designed to match the type of services and supplies required and we will communicate with our markets effectively about our procurement plans

Bradford District and Craven
Health and Care Partnership

Working with the VCSE sector

The VCSE sector is a key strategic partner with an important contribution to make in shaping, improving and delivering services, and developing and implementing plans to tackle the wider determinants of health, social care and training and learning opportunities.

Our overall ambition is to support a sustainable and diverse local VCSE that works in partnership with the statutory sector to support Bradford residents to be happy, healthy and at home and to create a place where people have choices about their health and wellbeing.

- We will work to create a relationship with the sector based on trust and learning.
- We will promote the role of the VCSE in the delivery of services.
- Where procurement is required, we will support the development of inclusive procurement approaches.
- We will enact the principles in the Strategic Partnering Agreement (SPA)

Planning, commissioning and change

- We will use the principles agreed in the Strategic Partnering Agreement (SPA) to underpin our approach.
- We apply the same principles to changing services as we will to developing new services.
- We will use data and the views of citizens to understand the impact of any decommissioning or service change decisions and a key thread running through our approach will be to address inequalities and take a population health view.
- We will plan ahead and take service change and decommissioning decisions together as a partnership.
- We recognise that service changes and decommissioning of services can have any impact on providers, partners and service users and will seek to communicate these changes effectively.
- We will carry out and share reviews, independent reviews and Equality, Quality and Impact Assessments on areas of transformation, change and service development with a view to reducing inequalities, increasing access and creating efficiencies.
- All our planning, commissioning and change processes will contribute to the delivery of our strategic aims, working in partnership with the priorities and enabler programmes to achieve a reduction in inequalities, avoid duplication and reduce waste, increase our collaboration and have a wider impact on the social economic development of our district.

5. Table of Joint Commissioning Intentions 2023/24

Adult Social Care	**Adult Social Care**			
Priority	**Intention**	**Description**	**Lead Commissioner**	**Commissioning Partners**
Healthy Communities Access Healthy Minds	Adult Home Support	Procurement and implementation of new models of care with the aim of improving outcomes and more effectively responding to demand.	Adults	NHS ICB BDCT
Healthy Minds	Adult LD Day Services transformation	After a year of stabilisation, longer-term re-provision will now take place. This may including moving people into existing provision, supporting user-led approaches and procurement of transformational contracts.	Adults	NHS ICB
Healthy Minds	Adult LD respite	We have reviewed our current offer of respite/ short breaks for adults with Learning Disabilities and have started the process of re-commissioning our accommodation-based service with a longer-term aim of bringing in a wider offer of respite support. The new service will be in place from November 2023.	Adults	NHS ICB
Healthy Minds	MH Support Living	Support and accommodation for people with Mental Health needs	Adults	NHS ICB
Healthy Minds	Advocacy	Statutory (IMCA, IMHA and Care Act) and non-statutory advocacy provision (to be reviewed in line with LPS)	Adults	NHS ICB
Healthy Minds	Small Supports	Personalised care and support for people with complex Learning Disabilities	Adults	NHS ICB
Children, Young People and Families	Young People's Service	Support for people leaving children's services, who do not have eligible care and support needs	Adults	Children's Services Children and Families Trust

Public Health	**Public Health**			
Priority	**Intention**	**Description**	**Lead Commissioner**	**Commissioning Partners**
Healthy Minds	Domestic & Sexual Violence	Specialist Services for Domestic Abuse and Sexual Violence	Public Health	BMDC Community Safety NHS ICB Children's Services Children and Families Trust
Healthy Minds	Public Health - C&YP Substance Misuse	Young People`s Specialist Substance Misuse Service	Public Health	Children's Services, Children and Families Trust
Healthy Minds	Alcohol and drug prevention, treatment and recovery services	Undertake a review to understand the local needs and gaps for alcohol and drug prevention, treatment and recovery services. Develop specification/s which are evidence based and meet need identified.	Public Health	NHS ICB Children's Services Children and Families Trust Adults

Children's Services	Children's Services			
Priority	**Intention**	**Description**	**Lead Commissioner**	**Commissioning Partners**
Children, Young People and Families	Short Breaks	A review of Short Breaks services to be undertaken to establish a more coherent and efficient service and draw together data critical to informing our service planning, future commissioning priorities and decision making.	Children's Services	NHS ICB Children and Families Trust
Children, Young People and Families	Speech and Language Therapy	Review of commissioning arrangements for Speech and Language Therapy services to children and families Consideration of the most effective approach to commissioning between the ICB, the Council and Schools	Children's Services	NHS ICB Children and Families Trust
Children, Young People and Families	Positive Behavioural Support Service	Review of current jointly commissioned service, including review of service model and also finance model. Current contract is financed through Payment By Results model so consideration is needed on future funding if service is re-commissioned	Children's Services	NHS ICB Children and Families Trust
Children, Young People and Families	SENDIAS	Review of commissioned SENDIAS provision, including requirement to confirm long term joint funding arrangements	Children's Services	NHS ICB Children and Families Trust

Children's Services	**Children's Services**			
Priority	**Intention**	**Description**	**Lead Commissioner**	**Commissioning Partners**
Children, Young People and Families	Start for life	Commissioning and implementation of the 'Start for Life 'programme to ensure they join up and enhance services delivered through transformed family hubs in Bradford	Children's Services	Public Health NHS ICB Children and Families Trust
Children, Young People and Families	Parents Forum Bradford & Airedale	Refresh and update the specification to enable the forum to support local authorities and health services to ensure they are meeting their statutory duties to involve parents and carers of children and young people with SEND in the design, development, and implementation of SEND services.	Children's Services	NHS ICB Children and Families Trust

Children and Families Trust				
Priority	Intention	**Description**	**Lead Commissioner**	**Commissioning Partners**
Children, Young People and Families	SEND Residential Placements	Joint Commissioning of SEND Residential Placements, with a priority for securing provision within Bradford and District.	Children and Families Trust	NHS ICB Children's Services
Children, Young People and Families	Step Down Placements for Children with Highly Complex Mental Health Support Teams	Joint Commissioning of placements which offer a step down from Tier 4 Mental Health Residential provision to a community placement for children with complex mental health support needs. Solo home units with 2-1 or 3-1 supervision for young people	Children and Families Trust	NHS ICB Children's Services
Children, Young People and Families Healthy Minds	Placements for Children with Complex Needs	Plans to put in place new residential provision to meet the needs of adolescents with more complex needs, through development of local authority provision and commissioning of other providers. Establishment of 2 bedded homes and solo placement provision, with a therapeutic model of delivery. Provision for young people with significant experience of trauma and many will have contextual safeguarding needs. Provision for young people with significant social, emotional and mental wellbeing needs, including provision for those who are needing placement as they leave hospital, or a placement to prevent a move to hospital / secure provision. Specialist provision for young people with significant needs in terms of neuro-diversity and attachment / trauma	Children and Families Trust	NHS ICB Children's Services
Children, Young People and Families	Adoption Medicals	Review provision of medical assessments for children accessing adoption in Bradford. Issues with volume and capacity with current provision	NHS ICB	Children and Families Trust

Children and Families Trust				
Priority	Intention	**Description**	**Lead Commissioner**	**Commissioning Partners**
Healthy Minds Children, Young People and Families	Agency CAMHS Professions	Undertake review and commissioning of Agency CAHMS Professionals to support interim placements for children in care.	Children and Families Trust	NHS ICB
Children, Young People and Families	Repeat Removals	Undertake review of provision available which aims to reduce the number of repeat removals of children into care	Children and Families Trust	NHS ICB

NHS ICB in Bradford				
Priority	**Intention**	**Description**	**Lead Commissioner**	**Commissioning Partners**
Healthy Minds	Counselling Services	VCS counselling services 1 year extensions in place and intention to complete a review of the service this year	NHS ICB	Public Health Adults BDCT
Healthy Minds Access	Crisis Alternatives and Crisis House	To re -procure Safer spaces with VCS. Test a Crisis House model. Review our crisis pathways	NHS ICB	Public Health & Adults
Healthy Minds	Mental health Support for People from ethnic and minority communities	Delivering the recommendations from the Centre for Mental Health Review	NHS ICB	Adults Public Health
Healthy Minds	Community Mental Health transformation and core model	Enhancing models of support against a framework of core services, community mental health support and specialist mental health support across primary, secondary and social care	NHS ICB	Adults BDCT VCSE
Access	Well-being Hubs	Building the infrastructure for wellbeing support in communities	NHS ICB	Adults
Children, Young People and Families	Integrated system dashboard for monitoring of CYP information	Building on the work already undertaken by health in the development of a robust data dashboard that will support business intelligence and commissioning decisions	NHS ICB / Children's	ICB Children's and Children's Trust NHS Trusts Public Health
Healthy Minds Children, Young People and Families	Autism and ADHD access	Joint commissioning plan to reduce waiting times for autism/ADHD assessment and strengthen the support offer whilst waiting for assessment.	NHS ICB	ICB / BDCFT BTHFT/ANHSFT Childrens

NHS ICB in Bradford				
Priority	**Intention**	**Description**	**Lead Commissioner**	**Commissioning Partners**
Healthy Minds Children, Young People and Families	Intensive Support for Children/Young People with LD/ND/MH or Emotional Dysregulation	Review of current service/ support offer for children and young people from identified vulnerable cohorts. Gap analysis and identification of service changes and developments required to ensure suitable support is in place to meet needs	NHS ICB	Children's
Healthy Communities	Community Health Services	Transformation of current community health services	NHS ICB	Adults
Healthy Minds	Children and Young People Mental Health support	Transformation of current CAMHS model to an integrated model with a new front door	NHS ICB	BDCT Children's Trust Public Health
Children, Young People and Families	CYP SALT provision	Review of SALT provision currently independently commissioned across partners to identify potential opportunities for creation of a integrated SALT provision (for some aspects of service)	NHS ICB	ICB Children's Children's Trust
Children, Young People and Families Reducing Inequalities	Sleep service	Review of current sleep offer to develop opportunities for commissioning a integrated sleep service for CYP with LD/ND (across universal, parent offer, targeted and specialist)	NHS ICB	ICB Children's Children's Trust
Children, Young People and Families	Sensory service	Scope and develop a case for sensory service support offer	NHS ICB	ICB Children's Children's Trust
Children, Young People and Families	Behaviour support for CYP with LD/ND	Review of current behaviour support offer to develop opportunities for commissioning a integrated service for CYP with LD/ND in need of behavioural support	NHS ICB	ICB Children's Children's Trust
Children, Young People and Families Healthy Minds Healthy Communities	Specialist equipment	Review of BACES and additional specialist equipment provision to mete needs of CYP with LD/ND/SEND	NHS ICB/BDMC	ICB Children's Adults

Key Contacts

Bradford District and Craven Health and Care Partnership

Bradford Council People Commissioning Service (Bradford District and Craven Health and Care Partnership)

Jane Wood – Assistant Director for Commissioning & Integration Jane.Wood@bradford.gov.uk

Holly Watson – Service Manager for Adults Strategic Commissioning Holly.Watson@bradford.gov.uk

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NHS Integrated Care Board (Bradford District and Craven Health and Care Partnership)

Helen Farmer – Priority Director for Access to Care Helen.Farmer@bradford.nhs.uk

Sasha Bhat – Priority Director for Healthy Minds Sasha.Bhat@bradford.nhs.uk and ICB lead for Mental Health, Learning Disability and Neurodiversity (all age)

Robert Maden – Director of Finance Robert.maden@bradford.nhs.uk

Walter O'Neill – Assistant Director Contract Relationships Walter.ONeill@bradford.nhs.uk

(The above will be the responsible ICB leads to bring PCF actions to the wider ICB)

Bradford District and Craven
Health and Care Partnership

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Partners

City of BRADFORD METROPOLITAN DISTRICT COUNCIL

NHS West Yorkshire Integrated Care Board

Bradford Children and Families Trust