Haringey's Commissioning Strategy for Adult Social Care 2024-2029

Introduction

Welcome to the Commissioning Strategy for Adult Social Care in Haringey, outlining our strategic approach from 2024 to 2029. This strategy outlines our approach to planning, procuring, and delivering adult social care services over the next five years, focusing on collaboration, innovation, and outcomes-based commissioning.

Haringey is a vibrant and diverse borough, enriched by its residents' varied backgrounds, experiences, and aspirations. As we navigate the complexities of adult social care, we are committed to upholding the principles of dignity, choice, and empowerment for all individuals. Our strategy is rooted in collaborative partnerships, informed by the voices of service users, carers, professionals, and stakeholders across the borough.

Over the next five years, our commissioning approach will be guided by a set of core principles, which align to our statutory requirements and [The Haringey Deal | Haringey Council](). Our principles achieve this by putting the resident at the heart of what we commission, both through increasing our engagement and co-production of services with residents who use them. We also expect of ourselves and our partners that through our principles, we will be getting things right the first time, and also creating a learning culture to learn from when things go wrong. Our core principles are:

1. **Person-Centred Care:** We prioritise placing individuals at the core of our social care provision. Recognising the uniqueness of each person, with their own strengths, preferences, and aspirations, we tailor our services to meet their specific needs and goals. Our aim is to empower individuals to make informed choices and lead fulfilling lives.

2. **Respect and Dignity:** We are committed to treating everyone with unwavering dignity, respect, and compassion. Regardless of age, background, or circumstances, we recognise the inherent worth and value of every individual. Upholding the dignity of our residents is paramount in all aspects of service delivery.

3. **Independence and Empowerment:** We advocate for independence and empowerment, striving to enable individuals to live with autonomy and self-determination. Our goal is to support people in maintaining their independence for as long as possible, while offering the necessary assistance and resources to help them achieve their wellbeing outcomes.

4. **Collaboration and Partnership:** Effective social care necessitates collaboration and partnership across various sectors and stakeholders. By working closely with service users, carers, community organisations, health professionals, and other partners, we can achieve greater outcomes, share resources, and address complex needs more effectively, and ensure people can transition as seamlessly as possible between services.

5. **Equity and Inclusion:** We are dedicated to promoting equity and inclusion in all aspects of our social care provision. Ensuring fair and equal access to services for everyone, regardless of background, identity, or circumstances, is our priority. We actively strive to address inequalities and barriers to participation, fostering a community where diversity is celebrated, and all voices are heard.

6. **Transparency and Accountability:** We believe in transparency and accountability in our decision-making processes and service delivery. Open communication with our residents, being accountable for our actions, and continually seeking feedback to improve our services and practices are fundamental to our approach.

7. **Continuous Improvement:** We are committed to continuous learning and improvement, seeking to enhance the quality and effectiveness of our social care services. Through regular evaluation, reflection, and innovation, we strive to adapt to changing needs, incorporate best practices, and deliver services that meet the evolving expectations of our community.

8. **Sustainability, Efficiency, and Diversity:** We recognise the pivotal role of sustainability and efficiency in the delivery of social care services. Our commitment lies in the effective utilisation of resources, ensuring maximum value for money, and fostering environmentally sustainable practices, particularly within our supply chain management. It is imperative to cultivate a diverse, dynamic, and sustainable market that offers our residents a range of high-quality services and choices.

   In line with this, we actively support small and medium-sized enterprises (SMEs) and voluntary sector organisations in Haringey to flourish. This showcases our dedication to sustainability and resilience in adult social care. We advocate for long-term funding, strategic resource allocation, and comprehensive planning to effectively address both current and future needs within our community.

9. **Outcome and Impact:** We recognise the importance of measuring outcomes and showcasing the positive impact of adult social care services on individuals and communities. We will share success stories and evidence-based practices to foster trust and credibility within the market. By demonstrating tangible results and meaningful changes in people's lives, we will reinforce our commitment to delivering effective and impactful social care services.

Through the implementation of this Commissioning Strategy, we aim to foster a responsive and sustainable adult social care system that enriches the lives of individuals, strengthens communities, and creates a more inclusive and resilient Haringey.

What is Commissioning in Adult Social Care

Commissioning in adult social care is the systematic and purposeful planning, procurement, and coordination of services and resources to meet the diverse needs of adults requiring social care support within a specific geographical area. It involves setting long-term strategic objectives and priorities, aligning resources accordingly, and collaborating with stakeholders to achieve desired outcomes.

Key aspects of adult social care strategic commissioning typically include:

1. **Needs Assessment**: Identifying and assessing the social care needs of the local adult population, considering factors such as demographics, health conditions, disabilities, and socio-economic circumstances.

2. **Strategic Planning:** Developing a strategic plan that outlines the vision, goals, and priorities for adult social care services over a defined period. This plan should be informed by evidence-based research, consultation with stakeholders, and an understanding of local needs and priorities.

3. **Service Design and Procurement:** Designing and procuring a range of services and interventions to meet identified needs, including home care, residential care, day services, rehabilitation programmes, and support for carers. This may involve commissioning services from a mix of public, private, and voluntary sector providers through competitive tendering processes.

4. **Partnership Working:** Collaborating with other agencies, such as health, providers, housing agencies, voluntary organisations, and community groups, to implement and deliver integrated and coordinated support to individuals with social care needs. Effective partnership working can help to improve outcomes, reduce duplication of services, and maximise the impact of resources.

5. **Performance Management and Quality Assurance:** Monitoring the performance of commissioned services against agreed-upon standards, outcomes, and key performance indicators (KPIs). This includes conducting regular audits, inspections, and user feedback surveys to assess quality, safety, and user satisfaction.

6. **Continuous Improvement:** Using data and feedback to identify areas for improvement and innovation in service delivery. This may involve adapting services in response to changing needs, emerging best practices, or technological advancements.

Overall, adult social care strategic commissioning aims to ensure that individuals receive person-centred, high-quality support that promotes their independence, well-

being, and social inclusion, while also maximising the efficient use of available resources.

Haringey's Demographic Trends

Aging Population: Haringey, like many other areas in the UK, is experiencing an aging population. The number of older adults aged 65 and above is projected to increase significantly over the next five years due to factors such as increased life expectancy and the aging of the baby boomer generation.

Health and Social Care Needs: With age, individuals are more likely to experience chronic health conditions, disabilities, and care needs. This demographic shift will lead to an increased demand for a range of health and social care services, including home care, residential care, and day services.

Diverse Population: Haringey is known for its cultural diversity, with residents from various ethnic, linguistic, and socio-economic backgrounds. Different cultural norms, languages, and beliefs may influence the types of services needed and preferred by individuals and communities.

Rising Complex Needs: There is a growing recognition of the complexity of needs among adults requiring social care services. This includes individuals with physical disabilities, mental health conditions, learning disabilities, dementia, and other complex needs, requiring tailored and multidisciplinary support.

For a deeper understanding of the borough's demographics refer to the [State of the Borough and the Joint Strategic Needs Assessment (JSNA) | Haringey Council](#).

Haringey's Projected Need and Demand in adult social care

Increased Aging Population: The aging population will drive increased demand for a range of services, including residential care, day services, and home care. This will require investment in capacity, workforce development, and infrastructure to meet growing demand.

Complex Care Needs: The rise in complex care needs, including multiple chronic conditions, disabilities, and cognitive impairments, will require a holistic and integrated approach to service delivery. This may involve closer collaboration between health and social care services and investment in multidisciplinary teams.

Cultural Sensitivity: Haringey's diverse population require services that are culturally sensitive, linguistically accessible, and respectful of different beliefs and traditions. This may involve training staff, providing interpretation services, and collaborating with community organisations to reach underserved groups.

Preventive and Early Intervention: There will be a growing recognition of the importance of preventive and early intervention services in reducing the need for more costly and intensive interventions later on. Investment in preventive services,

community support, and health promotion initiatives will be essential to address emerging needs and reduce demand on acute services.

For a deeper understanding of the borough's projected changes, refer to Haringey's Market Position Statement. Additionally. The [Joint Strategic Needs Assessment](#) offers detailed insights into the current and projected health and care needs of Haringey's residents.

Haringey's Key Service Needs and Challenges

1. **Day opportunities:** The demand for comprehensive day opportunities persists, driven by the imperative to foster skills development, community integration, and pathways to employment for younger adults. For older adults we would like to see the establishment and enhancement of day opportunities that move beyond activity provision to cultivating vibrant, inclusive spaces where older adults can engage meaningfully.

2. **Digital Inclusion and Technology:** There is increasing potential for digital technologies to enhance the delivery of social care services, improve access, and empower individuals to manage their own care. We want to see increased and more innovative use of care technology and equipment to keep people well and independent at home for longer so that they thrive in the community.

3. **Expansion of Homecare and Enablement Services with a Focus on Outcome-Based, Person-Centred Care:** Traditional models of care, often task-oriented, are increasingly recognised as insufficient to meet the complex and varied needs. There is a critical demand for a more personalised, outcome-focused approach that honours the dignity, preferences, and potential of every individual requiring care.

4. **More and enhanced respite services:** Haringey recognises the growing demand for enhanced residential and accommodation-based respite services, particularly for adults with learning disabilities. These services aim to provide meaningful activities and genuinely enabling, person-centred breaks for both individuals receiving care and their caregivers.

5. **Continue to develop and expand support for Unpaid Carers**: Unpaid carers play a vital role in providing support to their loved ones, but they also require support themselves to maintain their own well-being. There is a need for an enhancement in services and resources to support carers in their caregiving roles, including respite care, training, advice, and emotional support. Our commitment is to develop and expand services that recognise and address the needs of carers, ensuring they receive the support and recognition they deserve.

6. **Support for Individuals with Complex Needs and behaviours that challenge:** Recognising the growing prevalence of individuals with complex needs and behaviours that challenge in our community, spanning both younger and older adults and various client groups, Haringey is committed to addressing this critical service requirement. This entails equipping our staff with specialised training and expertise to effectively support these individuals across all forms of provision, including floating support services.

   The borough seeks Extra Care services tailored to meet these increasingly higher levels of needs effectively. Another key is the development and integration of Positive Behavioural Support (PBS) and trauma-informed practices throughout the provider market, aligning with our dedication to a strengths-based approach.

7. **More care and support 'in crisis' provision:** Haringey recognises the need for more services for those at risk of crises, encompassing short-term accommodation-based options and short-term 24-hour 'live-in' support services. These services must be able to accommodate individuals with complex needs and behaviours that challenge; equipped with trained staff who are confident to accept and safely support emergency placements in a short turnaround time.

8. **Dementia-friendly services:** Given the increasing prevalence of dementia within our community, Haringey recognises the need for the development of dementia-friendly services that can effectively accommodate residents with dementia across residential, nursing, and homecare settings.

9. **More Move-On Accommodation for Individuals with Mental Health Issues:** Individuals with mental health issues often face challenges transitioning from hospital or supported living environments to independent community-based accommodation. We are committed to commissioning and providing high-quality move-on accommodation tailored to the specific needs of individuals with mental health issues, facilitating their transition from institutional settings to community-based living while promoting independence, recovery, and well-being.

10. **Enhancing Direct Payment Support Services and Market Development:** Refining the direct payment peer support model to a localised approach and promoting the utilisation of direct payments tailored to the needs and outcomes of DP holders, while also nurturing the market for individual service funds. We aim to encourage providers to engage with a larger number of individuals who use and access a DP. We also aspire for providers to collaborate with individuals in using direct payments creatively to meet their unique needs and aspirations. This approach fosters greater empowerment and flexibility for DP holders, enabling them to exercise greater control over their support services and enhance their overall quality of life.

11. **Strengthening Transition Services for Young Adults:** As young people transition into adulthood, they encounter pivotal milestones on their journey towards independence. It is crucial to anticipate and address these transitions effectively. Our focus is on developing robust transition services that cater to the diverse needs of young individuals, preparing them for educational pursuits and entry into the workforce. We are committed to creating an inclusive environment that empowers young adults with the essential skills, knowledge, and resources they need to thrive and achieve their full potential as they navigate this critical phase of life.

Haringey's Strategic Priorities

1. **Prevention:** We will maintain and develop a robust preventative approach, leveraging universal and community-based services to promote independence and well-being effectively.

2. **Enhancing Choice and Control:** Recognising the significance of offering meaningful choices, we prioritise commissioning flexible, person-centred services that empower individuals to shape their care according to their preferences and goals. We are committed to expanding the market for direct payment holders through strategic partnerships and targeted investments. we will ensure we listen to voices that are often overlooked in the commissioning of care services that affect them

3. **Locality-Based Delivery:** Stemming from our Corporate Delivery Plan, this priority underscores our recognition of community connections. We prioritise the development of services within each of Haringey's three locality areas. Our commitment is to ensure the foundational aspects are consistently met while tailoring support to the unique needs and preferences of each community. By doing so, we aim to foster a sense of belonging and inclusion, promoting social cohesion and collective well-being.

4. **Driving Innovation:** We prioritise commissioning innovative services that leverage new technologies, approaches, and care models.

5. **Promoting Coproduction and Engagement:** Central to our approach is coproduction, actively involving service users, carers, and communities in shaping and delivering services. We promote meaningful engagement opportunities to ensure services are responsive, inclusive, and reflective of the diverse needs and aspirations of our community. We will commit to hearing from the voices in our communities that are often not heard through a variety of co-production and participation opportunities.

6. **Investing in Workforce Development:** We are committed to investing in the training, development, and support of social care professionals to deliver person-centred care effectively, attracting and retaining talented individuals dedicated to making a positive difference.

7. **Recovery and Enablement:** Through collaborative partnerships and evidence-based practices, we prioritise developing services and models that facilitate recovery and enablement, empowering individuals to regain independence, achieved their assessed well-being outcomes and live fulfilling lives.

8. **People with Complex Needs:** We prioritise the development of specialised accommodation and support services, facilitating the transition of individuals from hospitals and residential services back to Haringey, exploring innovative and cost-effective service delivery models.

9. **Reducing Reliance on Residential and Nursing Placements:** We prioritise initiatives aimed at reducing reliance on residential and nursing placements, investing in community-based alternatives and wraparound support services to enable individuals to remain in their homes or supportive community settings.

10. **Supporting Carers:** Recognising the invaluable role of unpaid carers, we commission services offering flexible access options, providing practical and emotional support to enable carers to achieve their well-being outcomes while fulfilling their caregiving responsibilities.

Haringey's Priority Areas for Commissioning

1. **Dementia-Friendly Services:** Haringey recognises the importance of providing specialised support for individuals living with dementia. Our priority is to commission services that promote dementia-friendly environments, enhance quality of life, and foster meaningful engagement for those affected by dementia and their caregivers.

2. **Outcomes-Based Home Support:** We are committed to commissioning home support services that are outcome-focused, person-centred, and tailored to the unique needs and preferences of each individual. Our aim is to enable people to live independently in their own homes while achieving their desired outcomes and maximising their well-being.

3. **Services for Increasing Levels of Acuity and Challenging Behaviours:** Haringey acknowledges the rising complexity of care needs, including challenging behaviours, among individuals with diverse conditions. Our priority is to commission services that are equipped to address these needs effectively, providing specialised support and interventions to ensure the safety, dignity, and well-being of our residents.

4. **Supported Living, Shared Lives and Extra Care Across the Needs Spectrum:** We are committed to ensuring that our supported living, Shared Lives and extra care services cater to the diverse needs of our clients across the spectrum of care requirements. This includes individuals with physical disabilities, learning disabilities, mental health conditions, and other complex needs. Our priority is to commission services that promote independence,

choice, and inclusion in the community, while offering the appropriate level of support and care.

12. **Increased Access to Timely Respite and Crisis Services:** Haringey recognises the importance of providing timely access to respite and crisis services for individuals and their caregivers. Our priority is to commission services that offer flexible and responsive support, allowing caregivers to take breaks when needed and ensuring that individuals in crisis receive timely and appropriate interventions to prevent escalation and promote stability. This encompasses accommodation-based options and short-term 24-hour 'live-in' support services. These services must be able to accommodate individuals with complex needs and behaviours that challenge.

13. **More Move-On Accommodation for Individuals with Mental Health Issues:** Individuals with mental health issues often face challenges transitioning from hospital or supported living environments to independent community-based accommodation. We are committed to commissioning and providing high-quality move-on accommodation tailored to the specific needs of individuals with mental health issues, facilitating their transition from institutional settings to community-based living while promoting independence, recovery, and well-being.

14. **Enhancing Direct Payment (DP) Support Services and Market Development for DP holders:** We will continue to refine the direct payment peer support model to a localised approach. We will promote the utilisation of direct payments tailored to the needs and outcomes of DP holders, while also nurturing the market for individual service funds.

Haringey's Commissioning Approach

Haringey has adopted the "Analyse, Plan, Do, Review" commissioning cycle which provides a systematic framework for ensuring that commissioning efforts are evidence-based, responsive to community needs, and continuously improving over time.

Commissioning Cycle
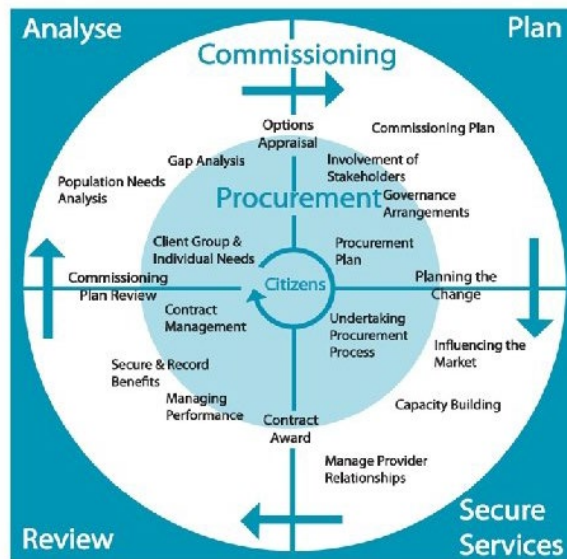
Key features and components of Haringey's approach are:

Needs Assessment: Conduct regular needs assessments to identify current and emerging needs among Haringey's adult population, involving stakeholders, service users, and communities in the process.

Market Engagement: Engage with a diverse range of providers, including public, private, and voluntary sector organisations, to understand their capacity, capabilities, and innovations in service delivery.

Co-Production: Foster co-production and co-design approaches that involve service users, carers, and communities in the planning, development, and evaluation of adult social care services.

Outcomes-Based Commissioning: Commission services based on outcomes, experience, and value for money, focusing on achieving positive outcomes and experiences for service users, such as improved independence, well-being, and social inclusion.

Flexibility and Innovation: Encourage innovation, flexibility, and creativity in service provision, allowing for tailored solutions that meet the diverse needs and preferences of service users.

Partnership Working: Collaborate with health providers, housing associations, voluntary sector organisations, and community groups to deliver integrated, person-centred care and support services.

Continuous Improvement: Monitor performance, gather feedback, and conduct regular evaluations to identify areas for improvement and ensure that commissioned services are responsive, effective, and sustainable.

Monitoring and Evaluation

Haringey's Quality Assurance and Contract Monitoring (QACM) framework sets out the approach that we will take to ensure local care and support services provide what individual service users need. The document aims to set out the principles and processes that together formulate Haringey's approach to securing quality care services. Key components include:

1. **Performance Measures:** Establish clear performance measures and key performance indicators (KPIs) to monitor the effectiveness, efficiency, and impact of commissioned services.
2. **Quality Assurance:** Implement quality assurance mechanisms, such as regular inspections, audits, and user feedback, to ensure that commissioned services meet regulatory and Haringey's standards and service user expectations.
3. **Outcomes Monitoring:** Monitor outcomes and experiences of service users, carers, and families to assess the effectiveness and impact of commissioned services on their well-being, independence, and quality of life.
4. **Provider Performance:** Assess provider performance against contractual obligations, quality standards, and performance targets, providing feedback and support for continuous improvement.
5. **Stakeholder Engagement:** Engage with service users, carers, providers, and stakeholders in ongoing dialogue and consultation to gather feedback, address concerns, and identify opportunities for service improvement.

Financial Sustainability

Ensuring the financial sustainability of adult social care services is important to Haringey's commitment to meeting the evolving needs of our community. In this section, we outline our approach to financial sustainability, emphasising efficient resource allocation, value for money, sustainable funding, and robust financial planning. By strategically managing resources and fostering collaborative partnerships, we aim to optimise outcomes, deliver high-quality care, and promote the long-term viability of commissioned services in Haringey.

Resource Allocation: Allocate resources effectively and efficiently to prioritise areas of greatest need and achieve maximum impact in delivering adult social care services.

Value for Money: Ensure value for money in commissioning decisions, balancing cost considerations with quality, outcomes, and service user experience.

Sustainable Funding: Seek sustainable funding sources, including government grants, council budgets, and partnership funding arrangements, to support the long-term viability and stability of commissioned services.

Financial Planning: Conduct robust financial planning and forecasting to anticipate future demand, costs, and funding requirements for adult social care services in Haringey.

Conclusion

This commissioning strategy outlines Haringey's commitment to providing high-quality, person-centred adult social care services that meet the diverse needs and preferences of our residents over the next five years. By adopting a collaborative, innovative, and outcomes-focused approach to commissioning, we aim to promote independence, well-being, and inclusion for all adults with care and support needs in our community.

Key Performance Indicators (KPIs)

These KPIs will provide measurable benchmarks to assess the effectiveness, efficiency, and impact of the commissioning strategy for adult social care in Haringey over the next five years, ensuring accountability, transparency, and continuous improvement in service delivery.

Service User Outcomes	• Percentage of service users reporting improved well-being and quality of life. • Percentage of service users achieving agreed-upon outcomes in their care plans. • Number of service users successfully supported to maintain independence and remain in their own homes.
Access and Timeliness	• Percentage of service users receiving timely access to appropriate services
Provider Performance	• Percentage of commissioned services meeting or exceeding agreed-upon quality standards. • Number of service user complaints and compliments received and resolved satisfactorily. • Provider satisfaction survey results measuring satisfaction with commissioning processes, communication, and support.
Cost-effectiveness and Value for Money	• Cost per service user supported, comparing actual expenditure against budgeted costs. • Percentage of commissioned services demonstrating value for money in terms of outcomes achieved. • Ratio of preventative and early intervention spending compared to crisis intervention and institutional care costs.
Integration and Collaboration	• Number of successful integrated care pathways established with health, housing, and community support services. • Percentage of service users benefiting from integrated, person-centred care plans developed collaboratively with multidisciplinary teams.
Service User Experience	• Satisfaction survey results measuring service user and carer satisfaction with the quality and responsiveness of adult social care services.
Equality and Diversity	• Representation of diverse groups in service planning, delivery, and evaluation processes, measured through demographic data and engagement activities.

Prevention and Early Intervention	• Percentage of service users benefiting from preventive and early intervention services aimed at reducing dependency and crisis situations. • Reduction in the number of unplanned hospital admissions and emergency social care interventions among targeted service user groups.
Workforce Development	• Staff retention rates within commissioned services, indicating workforce stability and continuity of care. • Number of staff trained in person-centred approaches, diversity awareness, and cultural competence to enhance service delivery.
Sustainability and Continuous Improvement	• Percentage of commissioned services demonstrating sustainability in terms of funding, resource allocation, and service delivery models. • Number of service improvement initiatives implemented in response to feedback, evaluation findings, and emerging trends in adult social care.