



COMMISSIONING PROSPECTUS – SERVICES FOR ADULTS (2017-2019)

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Introduction

This prospectus sets out the City of London Corporation's vision and commitment for commissioning services for adults who live and/or work in the City of London.

This prospectus will 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 prospectus, we want to strengthen our commissioning for adults. Our priority is to continue to meet the needs of our residents and City workers. 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 the people who come into the City to work, we will continue to deliver a range of internally and externally commissioned services.

Commissioning for adults 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 prospectus sets out an on-going approach and a high level forward plan that allows the Corporation to remain flexible and agile to change.

This prospectus sits alongside version for 'children and young people'.

Section 1: Strategic context

National policy and statutory requirements

National policy and statutory requirements shape our role and response. All local government functions for supporting adults care, support and public health needs falls within the statutory authority of local directors of Adult Services and directors of Public Health. Hence, commissioning for adults services sits within the City Corporation's Department of Community and Children's Services. .

City and Hackney Clinical Commissioning Group (CCG) are responsible for delivering health care services in the City of London. We work closely with our CCG health colleagues to deliver joined up services to improve outcomes in primary and acute care.

The City Corporation has statutory responsibilities to both our whole resident population and to specific groups of adults. The City Corporation's adult social care services provide support to adults at risk and who may have mental or physical ill health, learning and physical disabilities or those who are frail in their old age. We also give help and support to those who are carers, and provide protection for vulnerable adults who may be at risk of or experiencing abuse

The Care Act 2014 includes requirements for Local Authorities to support the care of adults at risk and Carers; and introduced a range general duty on local authorities to promote an individual's 'wellbeing'. This means that we should always have a person's wellbeing in mind and when making decisions about them or planning services.

We also have the responsibility for promoting good health and wellbeing to our resident populations and those people that come to work in the city.

The City Corporation's Community and Children's Services Department has the responsibility for coordinating the response to safeguarding concerns locally. Service providers will we expected to have organisational safeguarding policies and procedures in place. Records of relevant safeguarding training for all staff shall be made available at the Corporation's request.

Our service providers will meet the requirements of the City of London Adult Social Care safeguarding protocol and the London Multi Agency Adult Safeguarding Policy and Procedures

The City Corporation is a member of The City and Hackney Safeguarding Adults Board (CHSAB). The board is a multi-agency partnership which has statutory functions under the Care Act 2014. The main objective of the board

is to assure itself that local safeguarding arrangements and partners act to safeguard adults at risk of abuse in the local area.

The City Corporation is also a social landlord, with housing estates within the Square Mile and in other London Boroughs, and has statutory responsibilities for homeless people in the City.

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 \(2016-17\)](#)

Our business plan has five cross cutting priorities which encapsulate our ambition and delivery:

1. **Priority one – Safeguarding and early help:** Ensuring effective arrangements are in place for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues and keeping children and vulnerable adults safe.
2. **Priority two – Health and wellbeing:** Promoting the health and wellbeing of all City residents and workers and improving access to health services in the Square Mile.
3. **Priority three – Education and employability:** Enabling children, young people and adults to learn, thrive and achieve their full potential.
4. **Priority four – Homes and communities:** Developing strong neighbourhoods and ensuring people have a decent place to live.
5. **Priority five – Efficiency and effectiveness:** Delivering value for money and outstanding services.

To drive consistent delivery we have a set of departmental values;

Consistency and transparency

Being honest, consistent, fair and transparent in all our decisions, policies and actions. Ensuring that the decisions we make that will impact on our service users and communities are relevant to their specific needs

Reliability

Doing what we say we are going to do within the timescales that we set. Being reliable and delivering what we say we will, in the manner expected to achieve the outcomes required

Co-operation and collaboration

Working co-operatively with service users, collaborating with each other to reduce duplication, and designing our services to meet local needs and aspirations. Ensuring that where changes are required to the types and delivery of services that we consider the spectrum from minor changes to radical solutions to achieve desired outcomes

Equality and diversity

Valuing difference and treating everyone we come into contact with fairly and with dignity and respect and taking steps to ensure the accessibility of DCCS services. Taking responsibility for the duty to consider service users at the heart of our decision making

Listening and leading together

Giving everyone a voice and taking action collectively. Modelling the behaviours of lead, empower and trust. Encouraging staff to deliver the best they can to deliver our plans and meet objectives, empowering them to make decisions (within the boundaries of their roles) and trusting them to undertake their roles to the best of their abilities.

Cost-effectiveness

Providing services that are efficient and cost-effective to ensure the public money we are entrusted with goes as far as possible. Ensuring that budgets are monitored and managed and all procurement is undertaken responsibly to identify the best services / goods for the most advantageous price.

Links to our key local strategies that impact on adults services are provided in the 'Additional Information' section.

Our commissioning activity provides the means through which the City Corporation can achieve its vision, to demonstrate its values and deliver the priorities set out in the Business Plan 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. Our resident and working adult populations will be alongside us to ensure we do this at every stage.

Section 2: About the City of London

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 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.

Like all local authorities the City of London Corporation gets government grants for social care and public health. However many of our additional 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' resident and working adult populations 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 Adults Advisory Group, Reach Out Network members, community and voluntary groups and Housing User Boards to design and develop our services.

City of London communities profile

The City of London is one square mile in size, with its resident population of 8760 (mid-2015 ONS estimate) found in densely populated pockets. Greater London Authority (GLA) Population Projections forecast this to rise to 9,300 people by 2020. The resident population of the City is dwarfed by its daytime working population, which has over fifty times as many people at 414,600.

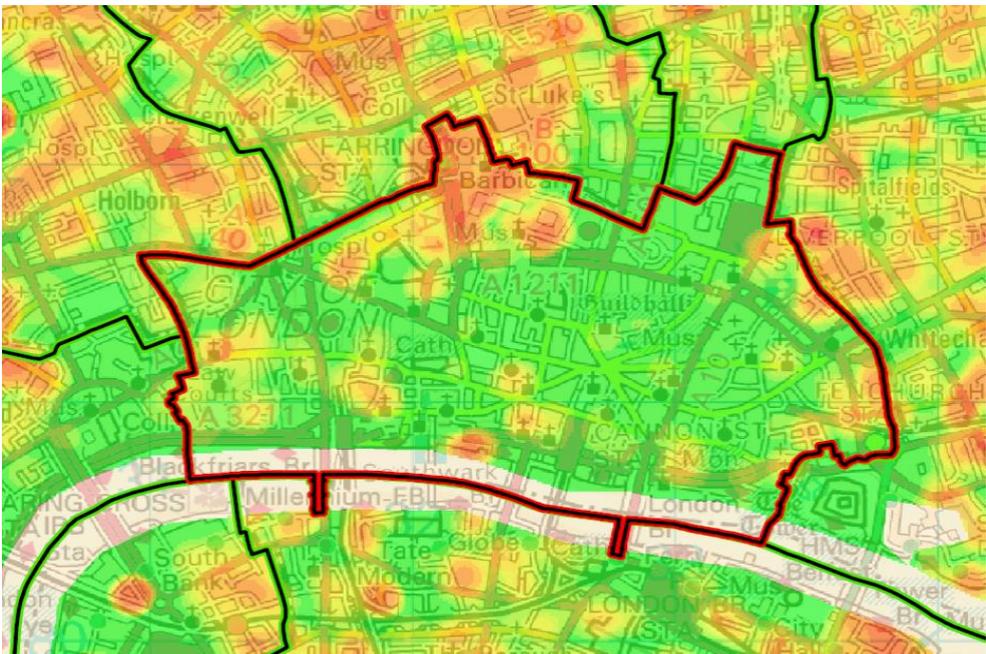
There is a high proportion of males 4,859 (55 per cent per cent) to females 3,901 (45 per cent per cent). The City of London has a young adult population with substantially more adults aged 25 to 45 years than the England average but a small proportion of children and young people under 18. The proportion of older people (10 per cent per cent) is less than the national average.

Age	City Population 2015	per cent of Population 2015
0-4	411	4.69 per cent
5-9	301	3.44 per cent
10-14	250	2.85 per cent
15-19	247	2.82 per cent
20-24	567	6.47 per cent
25-29	973	11.11 per cent
30-34	1032	11.78 per cent
35-39	619	7.07 per cent
40-44	632	7.21 per cent
45-49	708	8.08 per cent
50-54	615	7.02 per cent
55-59	553	6.31 per cent
60-64	492	5.62 per cent
65-69	474	5.41 per cent
70-74	295	3.37 per cent
75-79	244	2.79 per cent
80-84	161	1.84 per cent
85-89	123	1.40 per cent
90+	63	0.72 per cent
Total	8760	100.00 per cent

Figure 1 Source: ONS mid- year 2015 population estimates for local authorities

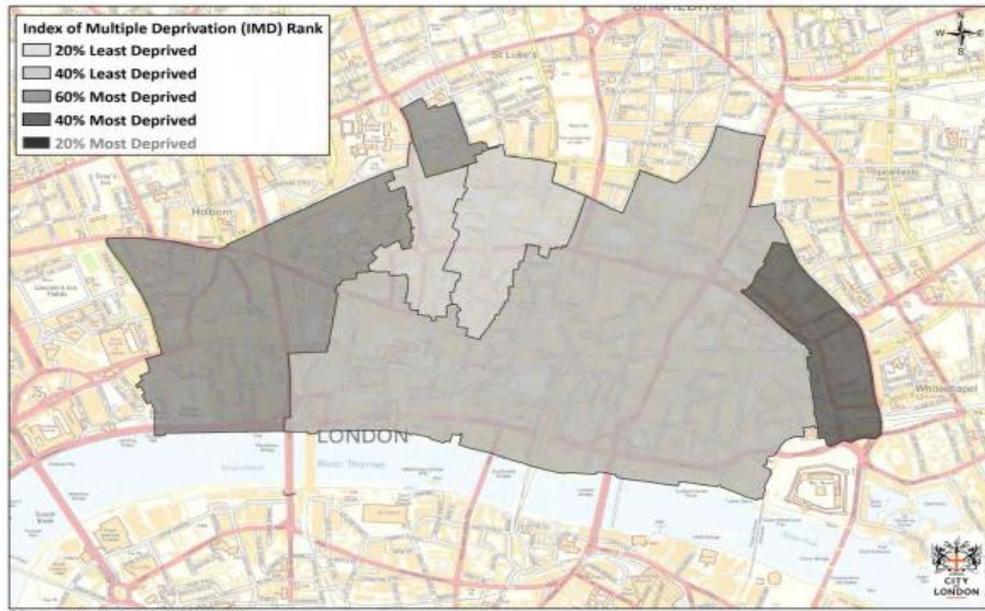
The largest ethnic group is White British at 78 per cent of the population. Asian/Asian British is the next most prominent ethnic group at 13 per cent of residents with Chinese (3.6 per cent), Bangladeshi (3.1 per cent) and Indian (2.9 per cent) being the most common constituent Asian groups. 49 per 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 resident populations live close to our boundaries with the London Boroughs of Camden, Islington, Hackney and Tower Hamlets. Many of our current service providers also deliver contracts in these areas. Map 1 represents the 'hotspots' where our residential housing is located across the City. The orange indicates where our population density is at its highest.



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.



Map 2: Rank of IMD Quintile, City of London

The City has 4,390 households and large numbers of people of working age. Compared with Greater London there is a larger proportion of people aged between 25 and 69 and fewer young people aged below 18 years. Average household size is small, and many people (56 per cent) live alone.

Only 10 per cent of households have children, compared with around 30 per cent for London and the rest of the country. 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 working population, those people that come into the City to work, is nearly 50 times higher than the resident population at around 414,600. People working in the City are mainly aged between 20 and 50. Most women working in the City are in their mid-20s to mid-30s, while most men are in their mid-30s to mid-40s. Over a third more men than women come to work in the City every day.

The City Corporation's Joint Strategic Needs Assessment (JSNA) contains more information on the needs of our population and can be found in the 'Additional Information' section.

Section 3: Our Service Offer to Adults in City of London

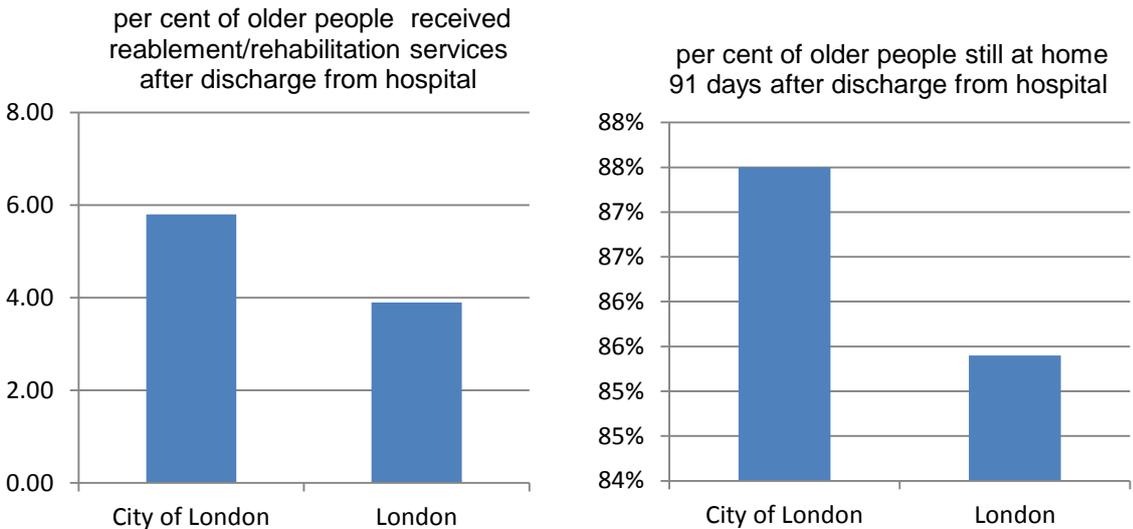
Our residential adult populations

Care and support

We support people on a long term basis who may otherwise have had difficulties with normal daily tasks, from washing and cooking to socialising with friends and family. Over time we have witnessed an increase in requests requiring a higher level of support and for a longer time period.

The City Corporation is committed to help people remain in their own home as long as possible to help them regain their independence. This included providing equipment for a short period or advice on health care. We employ a full time Care Navigator, who works closely with hospitals especially University College Hospital and the Royal London Hospital where many of the City residents are admitted. The care navigator works with GPs, social care services and other organisations to ensure City residents are directed to the services they need when leaving hospital.

As result, the City Corporation performs well on two key performance indicators when compared to London.



Charts from City of London Annual Account 2015-16

The City Corporation does not have residential or nursing homes within the Square Mile, so we arrange access to this accommodation in our neighbouring boroughs. We work with those boroughs, and London-wide groups, to ensure we secure value for money and are not disadvantaged by our size.

In August 2015 the City Corporation was awarded Dementia Friendly Community Status by the Alzheimer's Society. The award is in recognition of the City Corporation's commitment and actions to improve inclusion and quality of life for people with dementia living within the Square Mile.

We support people with long term mental health or memory and cognition needs. A key performance indicator published by central government shows that more people in the City who receive mental health services live independently (with and without support).



Chart from City of London Annual Account 2015-16

Carers provide vital support to family and friends with needs. We support them through assessing and reviewing need which may include individual budgets to help carers secure support and help.

We also continued to provide our City Carers Group – which provide support and advice to our carers.

Integrated care refers to health and social care working in a co-ordinated way, especially for those with long term or complex conditions who are more likely to need on-going health and social care support. It is about providing the right services at the right time in a way which is seamless to the patient. We are developing integrated care approaches with the CCG to deliver more effective local services.

Health

The City of London has one GP practice in the Square Mile – the Neaman Practice. However over 25 per cent per cent of our residents are registered at GPs in other boroughs, including 16 per cent registered with GPs in LB of Tower Hamlets.

At the levels found across London and the City, air pollution is a significant cause of disease and death – heart disease and lung cancer in particular, but also respiratory disease and asthma. Department of Health figures suggest that it may even be the fifth highest cause of death in London, ahead of communicable disease (infectious diseases or transmissible diseases), passive smoking, alcohol abuse, road accidents and suicide

Smoking and obesity rates are much higher in Portsoken than in the rest of the City. Around 4 per cent per cent of adults registered with the Neaman Practice are obese, which is lower than the rates for surrounding areas and London as a whole. Primary care data extracts for the whole City population estimate that 9 per cent per cent of residents are obese, but that obesity might be as high as 15 per cent per cent in patients who are not registered with the Neaman Practice (for example those who live in Portsoken).

Estimates of alcohol consumption by City residents suggest a slightly higher level of risk than the average for London

Deaths from all cancers and from premature cancer are well below the average for London. Other disease prevalence estimates for residents show that there are some health inequalities between those living in Portsoken and the rest of the City.

Through commissioned independent research, the City Corporation has identified loneliness and social isolation as a growing issue for our residents. We have launched a draft [Social Wellbeing Strategy](#) which will develop a number of interventions with individuals and communities to reduce loneliness and increase participation.

The City of London Mental Health Strategy includes a range of joint working with CCG around three communities – City residents, City workers and rough sleepers. It has 4 priorities – prevention, personalisation, recovery and delivery.

Homelessness

Our location, size, population and boundaries inform the nature of the City Corporation's homelessness challenge. Homelessness and housing needs arise among the City's resident population and its working population. Many who are already homeless, particularly those who sleep rough, come to the City's streets drawn by the busy transport hubs or quieter night-time environment of the non-residential areas. The most harmful and most obvious manifestation of homelessness is rough sleeping. However, the City Corporation also assist households who are homeless (but not street homeless) or who are threatened with homelessness.

In 2015/16 the City took 46 applications from households who were homeless or at risk of homelessness. The majority of those who approach the City for assistance have a local connection based on employment rather than residency. Of those who applied for assistance in 2015/16, 31 were both homeless and in priority need and the City accepted a duty to secure settled accommodation.

The rough sleeping population is often very transient. Over the course of 2015/16, outreach teams recorded a total of 440 people sleeping rough in

the City – the fifth highest total in the capital.¹ Of these people, 225 (37 per cent) were new to the streets of London, another 158 (37 per cent) were longer-term rough sleepers who had been seen both in the reported year and in the year before, and 57 (33 per cent) were those who had returned to the streets after a period away. Of those who were new to the streets, 55 per cent were seen just once. The vast majority of those met were male (89 per cent), and 83 per cent were aged between 25 and 55 years. In line with the regional trend, the City has experienced a growth in rough sleepers from European countries (other than the UK), with Central and Eastern European nationals accounting for 37 per cent of those seen on the streets.

The City Corporation Homelessness Strategy 2016-2019 sets out the challenges and how we will meet them within 5 five priorities:

- Preventing homelessness
- Ending rough sleeping
- Increasing supply of and access to accommodation
- Delivering outstanding integrated services
- Improving the health and wellbeing of homeless people

Our working adult populations

Workers in the City tend to be healthier because they are younger than the general population. They have many assets that they contribute to the prosperity of the city. But many people work long hours and can have a range of lifestyle factors, such as smoking, alcohol consumption, poor diet, stress and mental health issue and low levels of physical activity that impact negatively on their health and wellbeing.

47.6 per cent of City workers drink at increasing or higher levels (compared to 24.2 per cent of the general population). 33.4 per cent of City workers are at an increased risk of alcohol-related harm (compared to 20.4 per cent in the general population) thus increasing their risk of health and social problems.

Surveys have indicated that around 25 per cent of respondents were smokers. That would represent over 100,000 people today. This is above the average for both London (17 per cent) and England (20 per cent). Of the respondents who reported smoking, about 60 per cent smoked regularly and 40 per cent were occasional smokers.

For City businesses, public health interventions that address behavioural risk factors (such as poor diet, excessive alcohol consumption, physical inactivity and smoking) can play a significant role in improving employees' physical health and mental wellbeing, increasing workplace productivity and output and boosting staff retention and recruitment, as well as reducing sickness absence.

In the City, we procure a range of substance misuse services and smoking cessation services which can be accessed by both our resident and working adult populations. See more details here:

<http://www.squaremilehealth.org.uk/>

Business Healthy is a City Corporation led initiative providing City businesses with expert-led workshops, member forums and a central resource hub website that aims to bring together businesses in the City to ignite and support a positive change in the health and wellbeing of their workforce.

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.

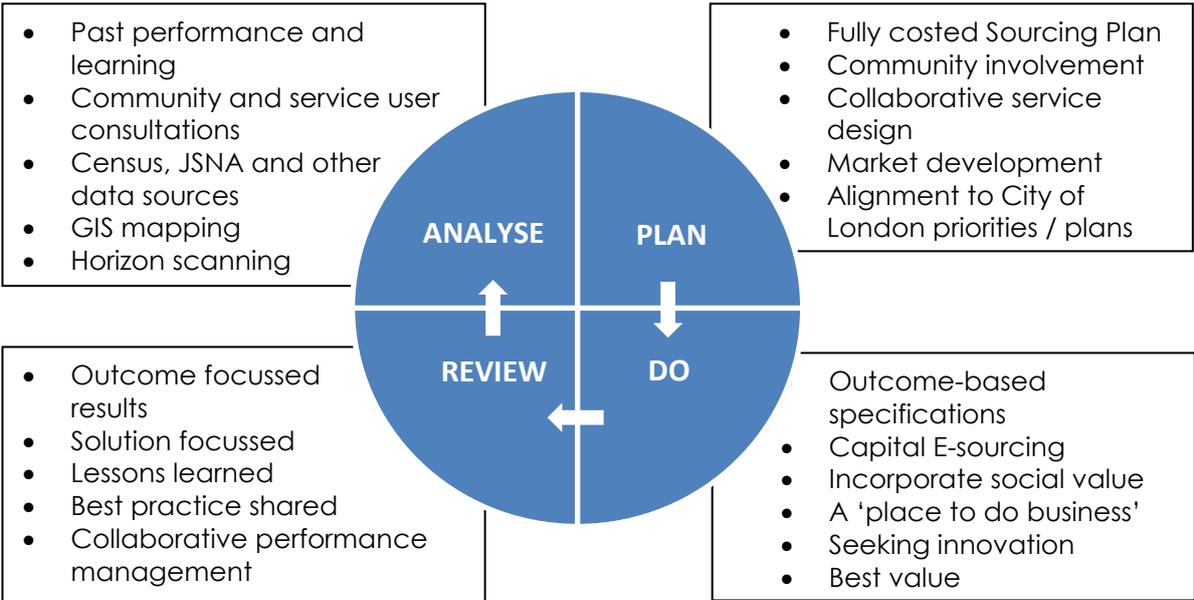
Tenders are advertised via Captial E-sourcing and, where appropriate, we undertake market involvement in the development of our service specifications.

Our evaluation panels include service users and beneficiaries 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, small to medium-sized businesses (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 Toolkit'](#) into our commissioning approach

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, we have produced an internal guide to commissioning and all our departmental staff has received commissioning training.

An emphasis on continuous improvement will allow everyone within our service system – officers, providers, partners and our residential and working adult populations – to learn and develop better services and responses to them. Our commissioning team has 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 the 'Additional Information' section.

The City Corporation has a strong record on personalisation. Our social workers and other officers work with service users, 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;
- to advance equality of opportunity
- to 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 the nine 'protected characteristics', listed below, 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.

The City of London Corporation values the rich diversity and creative potential people with different backgrounds, skills and abilities bring to the workplace. We recognise our obligations under relevant employment / equality law and Codes of Practice and expect our service providers and partners to do the same. We will expect proactive promotion of the commitment to equality and diversity by:

- Communicating relevant policies to all employees, volunteers and those on work placements
- Providing appropriate training
- Allocating clear responsibilities

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. 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 for 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 changed or de-commissioned. 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 our residential and working adult populations delivered in partnership with providers:

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

- Care assessments and resource allocation
- Adults social workers
- Reablement
- Adult Learning
- Public health initiatives.

Spot purchased services: We assess the needs of each adult to find and purchase the most appropriate care placement or service. This includes ensuring that placements are safe and meet all the necessary quality standards in:

- Residential care
- Nursing care
- Mediation services.

Joint commissioned services with another local authority or partner: These are services we have jointly commissioned with other local statutory partners – such as, CCG, other London boroughs.

- Pan London sexual health services.

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. For example:

- Home care
- Out of hours reablement service
- Voluntary sector services to support older people and carers
- Homeless outreach services.

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 to demonstrate best practice.

As part of the City and Hackney Safeguarding Adults 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 every adult for whom we deliver individual support. 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 and service users to agree how we best meet the agreed and desired outcomes. It really is a person-centred approach.

In short, we are continually developing a commissioning approach to make 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 on-line both our current contracts register and our Sourcing Plan 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.

Section 6: Additional Information

STRATEGIC CONTEXT, LOCAL STRATEGIES

- [City of London Corporate Plan](#)
- The Department of Community and Children's Services Business Plan
- Joint Health and Wellbeing Strategy
- The City of London Corporation Homelessness Strategy

CITY OF LONDON COMMUNITIES PROFILE

- [City of London Resident Population, Deprivation Index 2015](#)
- [The City and Hackney Joint Strategic Needs Assessment](#)

OUR COMMISSIONING APPROACH

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

OUR COMMITMENT TO SERVICE PROVIDER PARTNERS

- Department of Communities and Children's Services – Contracts register summary
- Department of Communities and Children's Services – Sourcing plan