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The principles of arranging and managing adoption support services and therapies

OBU Course Code: WFPC4001

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Καλώς ήλθατε

Sessions 1 and 2

Session 1 – Introduction & Assessing needs (1st & 2nd July)

- What is individual commissioning, and how is this linked with arranging adoption support services?
- Consideration of the current national and local context for adoption support services
- Assessing needs
- Arranging outcome-based adoption support
- Optional accreditation

Session 2 – Planning and intervening (16th & 17th July)

- Understanding the local therapies offer / provider market
- Negotiating the cost / offer of adoption support services
- Working with Providers of therapy and support
- Introduction to commissioning frameworks and procurement rules for adoption support and therapies

Session 3

Session 3 – Reviewing and personalisation (22nd & 23rd July)

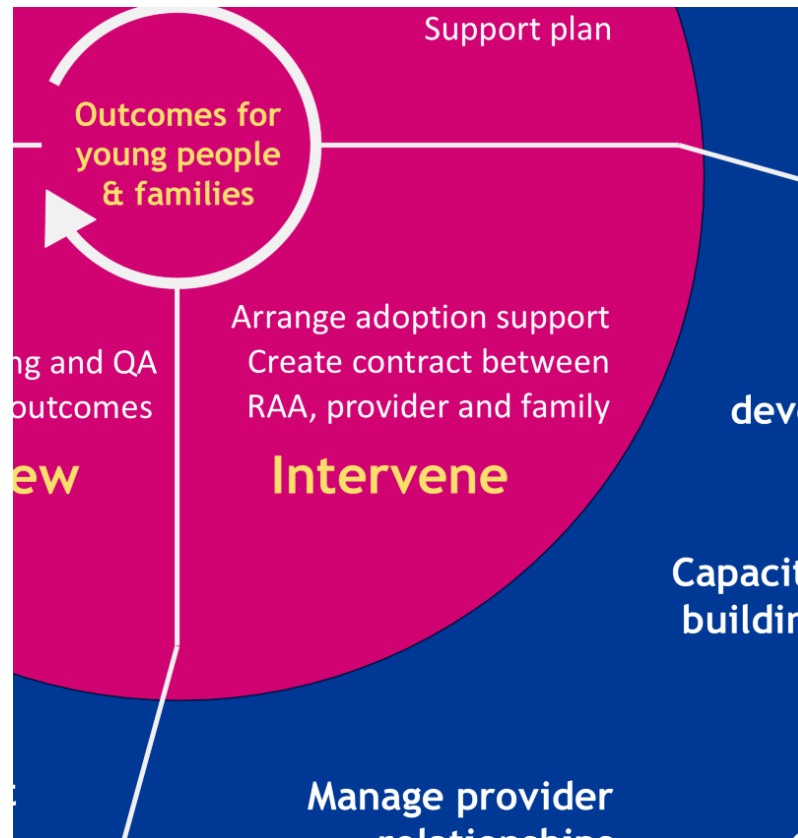
- Outcomes Based & Performance Monitoring
- Contract Management
- Working with children and families to keep them at the centre of adoption support arrangements

IPC Commissioning Cycle



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Understanding the local offer



Discussion

- What do we mean by the term 'market'?
- Who is your 'market'?
- What types of providers do you work with?



What is market shaping?

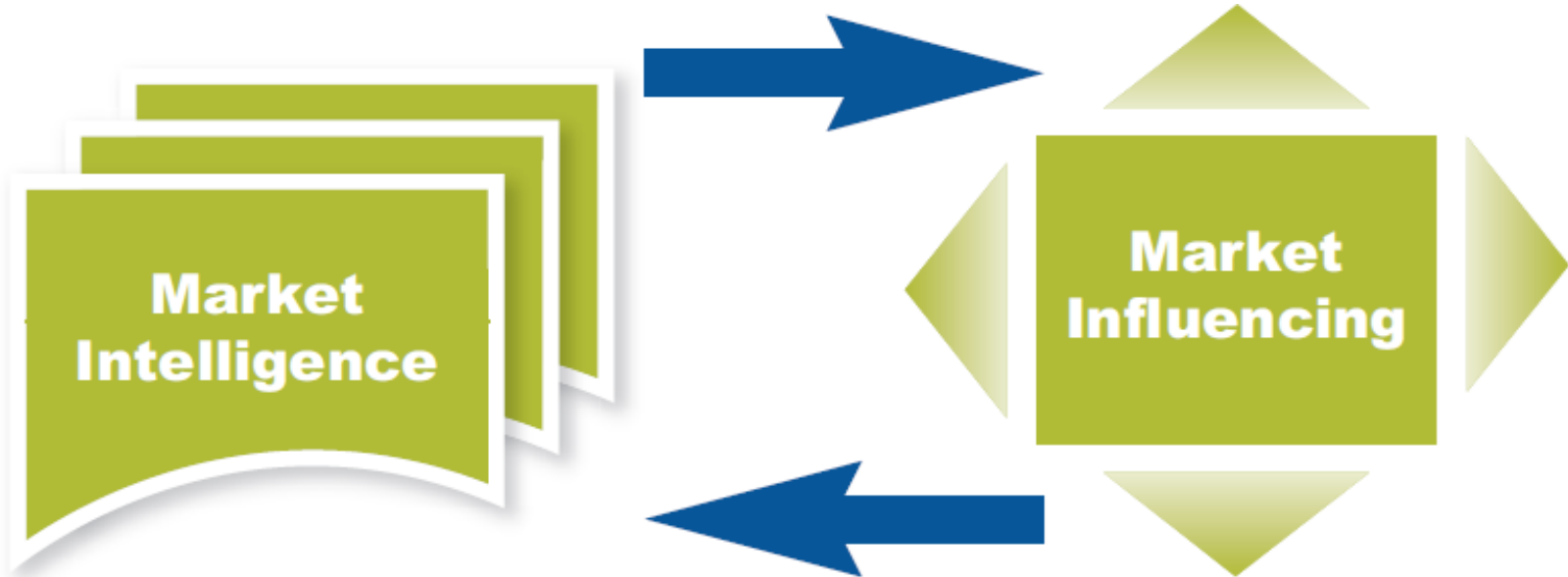
“Market shaping means the local authority collaborating closely with other relevant partners...to encourage and facilitate the whole market in its area for care, support and related services.”

Care and Support Statutory
Guidance, Section 4.6



Key components of market shaping

Market
ShaRe 



Activities which seek to understand the market

Activity taken to influence current and future range of supports/services

What types of Market Intelligence do think is important?

- Gaps or oversupply in the market
- Quality of service provision
- Inputs and outputs (*Value for money?*)
- Outcomes (What is the impact?)
- Cost
- Sustainability or viability of your market

Market influencing – core activities

- Signal to the market types of services needed now and in the future
- Encourage creativity and innovation
- Encourage re-investment and investment
- Promote continuous service improvements



Breakout Rooms

Thinking about your local 'market' for adoption support services and therapies:

- How would you describe your local market in one word? E.g., stable, saturated, varied, reliable, flexible, intimidating. Why?
- What are the strengths and weaknesses of how you work with the local adoption support services to secure the right therapies / interventions?
- Come up with at least 2 ideas of how you might be able to address any of the weaknesses you have identified.



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Negotiation skills

Understanding costs

ASGSF Guidance to LAs / RAAs July 2024

“ Any applications submitted from 1 July 2024 will be required to submit/amend their cost breakdown under the six categories:

1. Therapy/Specialist assessment: contact
2. Therapy/Specialist assessment: non-contact
3. Business administration
4. Professional meetings
5. Reports
6. Clinical Supervision”

Factors that affect costs

- Type of therapy
- Availability / choice / waiting times
- Staffing ratios
- Qualifications and experience of therapist/ staff
- Location / geography (pay rates, property rates, expenses)
- Travel
- Individual vs group
- Delivery method – in-person / online
- Frequency / duration
- Reporting requirements

Group Discussion: Costs

- What do you pay for therapies
- How are costs made up?
- Are you / your providers using the ASGSF cost breakdown template
- How do you know if the costs are accurate?
- What information are you collecting about costs that enable you to have better conversations with providers?

Negotiation

When have you negotiated?

Please outline an example and include the following:

- What was it for?
- Were you selling for a high price or asking for a lower price?
- What happened?
- What skills did you use?
- What was the outcome?

Why negotiate

- Best value – Outcomes
- Recognition
- Providers vs LA's
- Reporting
- Comparisons
- Public money - Budgets
- Job satisfaction
- Professional – Supervisions

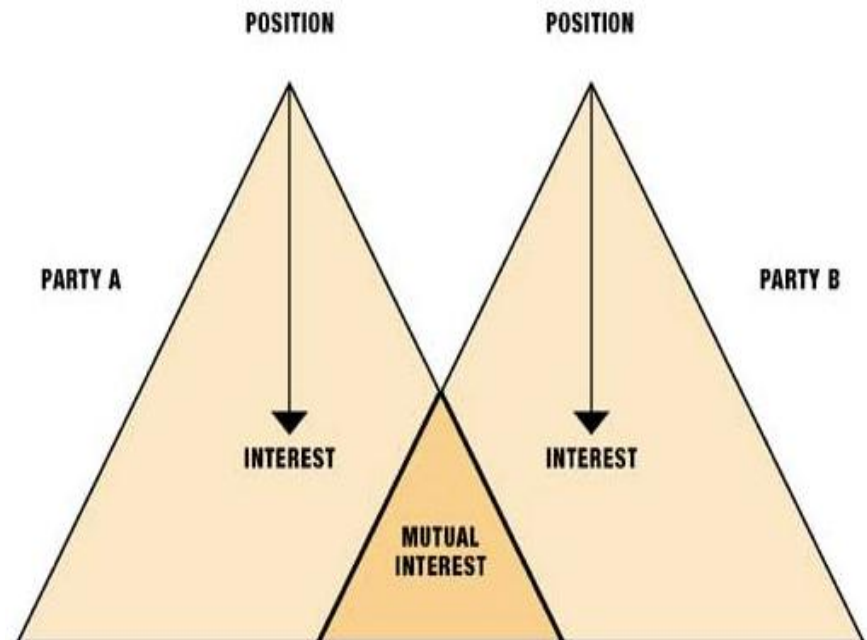


“If the seller is willing to replace the roof, add a deck, put in a fireplace and an indoor pool, extend the livingroom by 15 feet and move the whole place to the other side of town, then we’re *definitely* interested!”

Principled Negotiation

Principled Negotiation is about finding ways to work together for mutual benefit and involves 4 rules

- Separate the person from the problem
- Focus on interests not positions
- Invent options for mutual gain
- Insist on using objective criteria

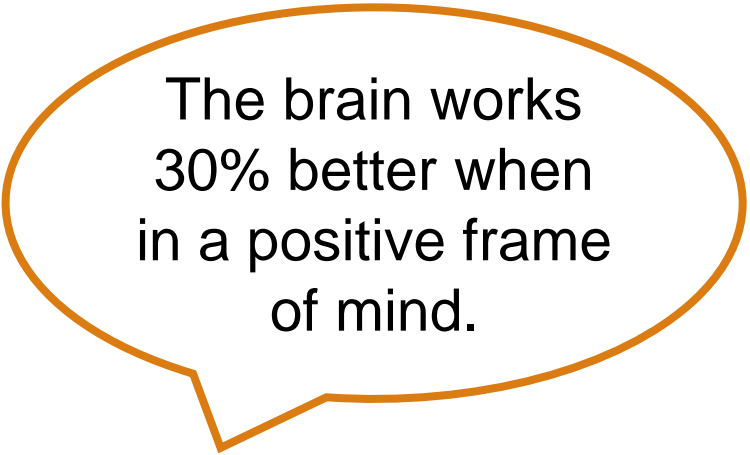


Fisher & Ury (1981). Getting to yes

Top Tips

- Give it a go – you don't ask you don't get
- Middle ground – I'll do it, if you do this for me – win win
- Prepare – walk away point – makes you stronger next time – their weaknesses
- Don't open first – it might be good news
- Open beyond your best hope – more than you can get
- Bargaining – if you then I, gets them to concede first – small steps – tradeables
- Closing – avoid the last ask
- You can always crumble/accept

Strengths and Weaknesses



The brain works
30% better when
in a positive frame
of mind.

- You are the better negotiator / they have not had training
- Is the therapy long term?
- Is it in the LA boundary?
- What support can we offer around the therapy –Travel?
- Do you have other offers?

Strengths and Weaknesses

Concentrate on the provider weaknesses not your own:

- The therapist has capacity to help you – looking to fill a slot in their day / caseload
- Do you currently have any arrangements with this provider?
- Good start to a working relationship

Limits

- Do you have a ceiling cost limit already in place?
- Don't go above it – easier to time limit extras
- Once you have got a discount once it opens the door to get it again
- Never reveal what your limits were

The Dark Arts

- The power of Why – get them to tell you why they want to work with this family then sell it back to them for the reasons given.
- Listen more talk less.
- Stick to your strategy.
- Never make a quick deal – slow it down – say maybe – go back to management.
- Mirroring.
- Neuro linguistic programming (NLP).

Via email

- Less is more
- Make one good point
- Set it up, land it then finish positively
- If you have bad news warn them
- Soften bad news – I'm sorry/I'm afraid
- Tone - how you write is different to how you read
- You have no control over the mood of the reader
- Finish by telling the truth in a positive way – you want to come to an agreement

Negotiation variables - MIL Model

Think about the things that you:

- Must have
- Intend to have
- Like to have

Breakout Groups: What can we use as Tradeables?

Come up with a list of reasons we might be able to ask for discounts from the markets that apply to you for the following therapies:

- Respite
- Creative / physical therapy
- Family therapy
- Psychotherapy
- Parent training

Don't give up

- Ensure you ask for a discount
- Give it one more try
- You never know what they are willing to give you unless you try
- Its hard to get this past your senior if you have a cheaper offer
- Blame it on your self/organisation/manager

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