

**To the Chair and Members of Audit Committee**

**ADULT SOCIAL CARE COMMISSIONING REVIEW PROGRAMME 2017-2021**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Glyn Jones	All	No

**1 EXECUTIVE SUMMARY**

- 1.1 This report outlines to the Council’s Audit Committee, the recommendations to be made to Cabinet to develop and implement a two stage, process comprising:
- A four year strategic review programme of adult social care commissioning activity.
  - A corporately agreed and regularly updated procurement plan updated once review outcomes have leadership and / or political sign off.
- 1.2 It is imperative that both the four year review programme and the subsequent procurement plan takes into account all new planned developments for example, the Thorne Extra Care Scheme, implementation and mobilisation of the Commissioned Care at Home Service (CCaSH), the comprehensive money management service, a new Dementia pathway and the urgent re-commissioning of RDASH supported Living . These new developments will obviously impact on commissioning, legal and procurement staff’s workload going forward.
- 1.3 The strategic approach outlined will enable:
- Future commissioning activity to reflect the outcomes of the developing four year Transformation Programme approved by Cabinet in November 2016.
  - Related programme areas / contracts to be considered holistically rather than triggered by individual contract expiry dates.
  - The capacity of adult commissioning staff to be prioritised in the first instance on those reviews with the greatest potential for change / savings.
- 1.4 The two stage approach comprised service review and resultant procurement (or de-commissioning) plan is being advocated in order to:
- Ensure that planned procurement activity is only scheduled when review outcomes have been formally accepted and agreed.
  - Effectively manage the workload and capacity across procurement, legal services and commissioning staff.
- 1.5 To effectively mitigate the corporate risk of insufficient capacity to effectively support the planned review programme, procurement colleagues have been working closely with the commissioning team and have committed to working

together with Commissioners on the programme of reviews to ensure delivery and to maximise the complimentary skills and abilities of each area.

- 1.6 To support the effective management of the Council's contract duties and responsibilities it will be necessary to approve waivers as appropriate to either align individual component contracts to be reviewed as part of a wider programme, or to prioritise reviews and workloads in terms of potential savings / outcomes.
- 1.7 Appendix 1 briefly summarises the current position in relation to contracts. In addition a more detailed document has been developed based upon a broad prioritisation of programme areas / reviews. Early reviews will be undertaken on those programme areas with the greatest potential for change / savings, accepting that the implementation of the Transformation Plan Project Initiation Documents (PIDs) across the Directorate may require adjustments to respond to developing strategic direction.
- 1.8 On the reports journey to Cabinet the implications sections below will be developed which may require amendments to the report.

## **2 EXEMPT REPORT**

Not Applicable

## **3 RECOMMENDATIONS**

- 3.1 That Audit Committee note the recommended approach outlined in the report and the draft initial phasing of the review programme which will be presented to Cabinet.

## **4 WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

- 4.1 The adult social care commissioning review programme will support the adult social care transformation programme to enable future commissioning activity to reflect the diminishing resources and increasing demand in an intelligent way.

## **5 BACKGROUND**

- 5.1 The Council's Adults Health and Well-being Transformation Programme is fundamental to drive the necessary changes in culture, practice and delivery to enable and support modern, efficient and effective interventions including:
  - The provision of wider information and advice to encourage and support people to find their own independent solutions where possible.
  - A focus on community led support underpinned by a positive "asset based" approach to reduce the need for traditional social care.
  - Helping more people to live at home with direct payments and lower levels of support with less reliance on the use of residential care.
  - Improving customer pathways including re-ablement, respite and reviews, building on people's strengths, and connecting them with community support.
  - Integrated health and social care commissioning to improve people's experiences and outcomes.

- The implementation of modern and empowering technology including improved case management and business support technology.
- A move to more locality based commissioning particularly in relation to preventative services.

5.2 The Adult Social Care Commissioning Review Programme will be undertaken in line with the following principles:

- Commissioned services are affordable within the context of significantly reduced budgets and a continued increase in demand.
- Ineffective services are decommissioned or remodeled.
- Alignment of commissioning activities is effectively undertaken with partners consistent with the Doncaster Place Plan.
- The strategic objectives of the Council are met.
- Supporting individuals to take a direct payment to manage their own resources and care wherever they are able.
- Achieving value for money in all services.

## 6 OPTIONS CONSIDERED

6.1 Option 1. Do nothing. In this option there is no agreed Adult Social Care Commissioning Review Programme and associated procurement forward plan and there is a significant risk that the planned transformations will not be delivered.

6.2 Option 2. Agree the recommended approach outlined in the report.

## 7 REASONS FOR RECOMMENDED OPTION

7.1 Option 2 is the preferred option as a coordinated approach will support the Council's Transformation Programme to drive the necessary changes in culture, practice and delivery to enable and support modern, efficient and effective interventions.

## 8 IMPACT ON THE COUNCIL'S KEY PRIORITIES

	<b>Outcomes</b>	<b>Implications</b>
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>The programme will benefit the local economy by increasing the opportunities for local service providers and developing local markets.</p> <p>The programme will also help to protect vital services by ensuring that resources are focussed on those most in need.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding</i></li> </ul>	<p>The programme is geared towards maximising the individual's independence and ensuring they remain safe</p>

	<p>our Communities</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	<p>Community development is a key element of the related Transformation Programme. Capacity will be increased in local communities to support vulnerable people, which in turn will strengthen those communities.</p>
	<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	<p>Council services are modern and value for money.</p>	<p>The Transformation Programme and adult social care commissioning review programme will help to mitigate the unprecedented cost pressures faced. Increased value for money and efficiency will be fundamental to the achievement of savings.</p>
	<p>Working with our partners we will provide strong leadership and governance.</p>	<p>The adult social care commissioning review programme will promote and support more effective partnership working within and across agencies.</p>

## RISKS AND ASSUMPTIONS

9. The principal risk is that future and unspecified reductions in the resources available for the Council to fund social care services are likely and will inevitably impact on the Council's actual commissioning activity and levels going forward.

## 10 LEGAL IMPLICATIONS

The Council must operate within the parameters set by its own Contract Procedure Rules and European Procurement Regulations. The services identified within the Commissioning Programme will inevitably require formal procurement exercises and further legal advice will be required as the programme progresses, including employment law advice to ensure that the Council complies with its TUPE obligations.

## 11. FINANCIAL IMPLICATIONS

The total budget for bought in services in Adults, Health and Wellbeing in 2017/18 is nearly £90m before client contributions. The gap between the total spend and the value of the plan is due to two factors.

- Excluded from the figures quoted are other large scale contracts like the Residential and Nursing Care Home contracts.
- The values quoted in the plan are the original contract values and as some of the contracts are demand driven the current values are different. Work is underway to get the current values on those contracts.

Although there are savings in the 2017/18 budget relating to many of the areas contained in here those will be primarily delivered through the actions of Care Management. The longer term reshaping of services is a key part of the AHWb transformation plan and will provide vital support to achieving the savings contained in the MTFE for 2018/19 and onwards.

## 12. HUMAN RESOURCES IMPLICATIONS

There are no significant Human Resources implications to the recommended approach of the two stage process. It is, however, noted that there is a potential for increased capacity and workload in the commissioning and support services and it is advised, therefore, that timely discussions with Human Resources take place wherever there is a need to recruit to temporary positions to support the work.

## 13. TECHNOLOGY IMPLICATIONS

In achieving the required level of transformation detailed in this reports, the requirement for technology and digital transformation must continually considered throughout the approach.

Customer, Digital & ICT have been working with Adults, Health & Wellbeing to deliver a range of transformation to support the Directorate including the delivery of immediate business improvements in respect of Deprivation of Liberties and Non-Residential processes contained with the Adult Management Information System (CareFirst) in addition to providing the required technology to support the Community Led Support model and the introduction of mobile/remote working devices to social care staff.

As the themes contained within this report evolve, it is important that a continued dialogue occurs across ICT & Digital Council Programme to ensure the proposals are aligned with the current AH&WB transformation work within Digital & ICT and the wider Doncaster Integrated People Solution (DIPS) Programme. This engagement will ensure that any technical developments or procurements required will consider the required integrations with corporate systems as well as ensuring that the future operating model is established in compliance with security and stability standards of Doncaster Council and its PSN Compliance.

## **14. EQUALITY IMPLICATIONS**

- 14.1 We are aware of the Council's obligations under the Public Sector Equalities Duty and will ensure that due regard is embedded within each of the individual work areas identified within the commissioning work plan.

## **15. CONSULTATION**

- 15.1 Developments flowing from the adult social care commissioning review Programme will be informed by any consultation undertaken through the related transformation programme activities.
- 15.2 The associated commissioning review plan 1 has been developed jointly by the Commissioning Team and Strategic Procurement in liaison with Audit. Further consultation will be undertaken in relation to the resultant procurement programme to ensure the capacity of Legal and Procurement staff is reflected.

## **16 BACKGROUND PAPERS**

- 16.1 The Adults, Health and Wellbeing Transformation Programme Cabinet report 22<sup>nd</sup> March 2016.

## **REPORT AUTHOR & CONTRIBUTORS**

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## **Appendix 1**

### **Commissioning Plan Headlines:**

Breaches (March 2017): 14 total contract value per annum £2.2 million

Waiver Required 17-18: 6 total contract value per annum £1.2million

Annual Value Contracts Commissioned/Reviewed:

17/18: £13.1m per annum

18/19: £3.2m per annum

19/20: £30k

20/21: £3.1m per annum