



# Doncaster Council

1st February 2018

To the Chair and Members of the  
**AUDIT COMMITTEE**

## **UPDATE REPORT ON CONTRACTS AND COMMISSIONING IN ADULTS, HEALTH AND WELLBEING**

### **EXECUTIVE SUMMARY**

1. This report provides Members with an update on progress within the Adult Commissioning and Contract function to:
  - maximise effectiveness;
  - manage contract breaches and waivers;
  - help the Directorate deliver against short term improvement priorities; and
  - provide the basis for longer term transformation

### **RECOMMENDATION**

2. To note the information contained in this report, and the actions and progress made by the Commissioning and Contracts function in Adults Health and Wellbeing (AH&W).

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

3. Effective commissioning and contract management is essential, to ensure the delivery of value for money, quality, effective and efficient services to the citizens of Doncaster. The Commissioning Plan supports the Adult Transformation Programme as well as the Doncaster Place Plan and Doncaster Growing Together.

### **BACKGROUND**

3. A report was presented to Audit Committee on the 26<sup>th</sup> October 2017 regarding the adult social care commissioning review programme 2017-2021. The report contained:
  - The Executive Summary and Summary Delivery Plan developed by Ernst & Young; and

- Details of achievements and activity undertaken by the Commissioning and Contracts team since April 2017.

## Commissioning Plan

4. With the support of EY, a 4 year Commissioning Plan has been produced that will provide the framework for all future commissioning and contracting activities moving forward. This is a working document which will inevitably change and evolve, driven by political or leadership agreed outcomes.

The Commissioning Plan details:-

- Prioritised short and longer term activities to support the Directorate's improvement priorities including a programme of reviews of existing commissioned services;
  - A range of procurement activities for both new and existing services; and the phasing of the above activities based on immediate priorities, workload demands and resource availability; and
  - Current capacity issues within the Commissioning and Contracts team. Identifying where the team is currently under-resourced to satisfy workload demands.
6. The full Commissioning Plan report was formally presented by EY at an AHWb Directorate Leadership Team Meeting (DLT) on Wednesday 20th December 2017.

## Capacity Issues

7. At the time of the audit committee in October 2017, thirty one members of staff were employed in the Commissioning and Contracts team (ie in full and part time posts). Since October three full time members of staff from the adults and commissioning team have left the team and secured new positions outside of the commissioning and contracts function.
8. Recruitment has commenced to fill the following key posts and provide additional capacity to support the delivery of service transformation, the proposed move towards integrated commissioning and the delivery of the Commissioning Plan.
  - **Permanent Posts:** - Head of Service, Commissioning Manager and Commissioning Officer (to fill existing vacant posts)
  - **Temporary new posts - initial 12 month basis:** - Head of Service, Contracts Officer, Commissioning Manager, Commissioning Officer,
9. A temporary Head of Service is due to commence employment on the 29<sup>th</sup> January 2018. Interviews for the temporary Commissioning Manager have so far been unsuccessful, however, further interviews are due to take place mid-January. The Interviews for the permanent posts are scheduled for early February.
10. In the interim, a review of capacity has been undertaken within the commissioning and contracts team, changes have been made to staff reporting lines to maximise available capacity and focus that capacity on essential work priorities.

11. Additional internal capacity from the strategic procurement team and via the Clinical Commissioning Group has been sought. However, due to capacity issues within their areas of responsibility they have been unable to release capacity from their own resource to the commissioning and contracts team.

## Activity

12. Since October 2017, the Commissioning and Contracts team has continued to make progress across the following areas:-
  - Continued to reduce off contract spend (i.e. spend where no contract has been put in place or the contract has expired). Since April 2017 off contract spend has reduced by £2.1m i.e. from £5.4m to £3.3m.
  - Finalised a comprehensive list of contracts which contain expiry dates and values which has been agreed with the Strategic Procurement team. This will help to ensure that breaches and waivers are minimised;
  - Commenced the re-procurement of the Supported Living Service contract which is the highest value contract that is currently commissioned at circa £14m per year and involves 300 plus service users. As part of this process the Directorate has implemented a rigorous process of challenge and review involving all parts of the strategic commissioning cycle, including data, insight and intelligence, service delivery, finance, procurement, commissioning and programme management. The work produced has been robustly challenged and quality assured by the Directorate Leadership Team and other colleagues. We are confident that this approach has yielded a more appropriate and comprehensive approach to the forthcoming commissioning activity with a key emphasis on innovation and the delivery of key service outcomes as well as the need to deliver targeted financial savings;
  - The currently proposed date for the publication of the Supported Living tender documentation is 18<sup>th</sup> January 2018. After this, and in line with our commitment to continually improving and strengthening the strategic commissioning cycle, the intention is to hold a 'lessons learned' session on 31<sup>st</sup> January 2018 at which all involved will work together to draw the key lessons from implementing this approach so far. The outcomes of this work will be used to provide the basis for the approach that will be taken to all future significant procurement activities.
  - Commenced the evaluation of the Care and Support at Home contract. This is due to be completed in February 2018;
  - Continued to support the RDASH residential and Solar Centre project;
  - Begun the negotiation with care home providers regarding the fees to be paid to care homes from April 2018;
  - Commenced preparations for the tendering of a new money management service, so that the new service is in place for 1<sup>st</sup> June 18. The tender process is complex in that it likely involves staff transfers across a number of agencies;
  - Developed an outline commissioning plan which provides clarity and strategic direction for a range of housing support services, to deliver services for

vulnerable people, supported accommodation hostels and floating tenancy support services;

- Re-commissioned a mental health floating support service which supports 250 units delivering savings in the region of £100k;
- Commissioned a new Carer Support Service across 4 localities in Doncaster to align with the Community Led Support model;
- Implemented an Agreement with the Clinical Commissioning Group regarding intermediate care;
- Commissioned extra provision to support homelessness over the Christmas period;
- Continued to support the delayed transfer of care initiative working with home care providers to ensure individuals can safely be discharged from hospital without delay;
- Commissioning an emergency home support response service to support individuals over the winter period; and
- Providing ongoing support and expert advice to the Directorates transformation programme and top priority improvement projects.

### **Waivers and Breaches to CPR's**

13. In the last 3 months there has been 5 waivers to Contract Procedure Rules (CPR's) this compares to the 12 waivers reported to audit committee in October 17. There has been one breach to CPR's which concerns the engagement of one member of staff outside of the corporate agency staff contract.

### **OPTIONS CONSIDERED**

14. Option 1 – do nothing. This option would not effectively support the delivery of the commissioning plan and priorities or the delivery of the Transformation Programme. There would likely be an increase in the number of contracts in breach.
15. Option 2 – To note the information contained in this report, and the actions and progress made by the Commissioning and Contracts function in Adults Health and Wellbeing (AHWb).

### **REASONS FOR RECOMMENDED OPTION**

16. To ensure that the Council continues to delivery it's commissioning priorities and supports the delivery of the transformation programme.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

17.

	<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 commissioning plan will:-</p> <ul style="list-style-type: none"> <li>• Benefit the local economy by increasing opportunities for local service providers.</li> <li>• Support the delivery of modern, quality, value for money services.</li> </ul>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	<p>Robust contract management processes will ensure that individuals remain safe and supported.</p>
	<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>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>Working with our partners we will provide strong leadership and governance.</p>	

## **RISKS AND ASSUMPTIONS**

18. The principle risk is an inability to recruit to the key posts within the commissioning and contracts function and a continued reduction in resources. This will impact on the team's ability to deliver business as usual, the commissioning plan and provide support to the transformation programme.

## **LEGAL IMPLICATIONS**

19. There are no specific legal implications arising from this report. However, Legal Services provide ongoing advice and assistance on commissioning and procurement exercises and contract matters.

## **FINANCIAL IMPLICATIONS**

20. The funding of temporary posts will need to be reviewed in the event that resources need to be secured any longer than a 12mth period.

## **HUMAN RESOURCE IMPLICATIONS**

21. Human Resources are supporting the recruitment processes.

## **TECHNOLOGY IMPLICATIONS**

22. Any new recruitments will need to be set up as users and read the relevant policies and complete e-learning. Work continues to rationalise the technology used to manage the commissioning of care services and any changes to how these need to function as an outcome of new commissioning activity must be communicated to ICT as soon as possible.

## **EQUALITY IMPLICATIONS**

23. To comply with the Council's obligations under the Public Sector Equalities Duty.

## **CONSULTATION**

24. The Commissioning Plan has been developed by Ernst & Young in partnership with the Commissioning and Contracts Team. Further consultation will be undertaken with key stakeholders in pursuit of the delivery of the commissioning and transformation programme.

## **BACKGROUND PAPERS**

25. None

## **REPORT AUTHOR & CONTRIBUTORS**

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