



Doncaster Council

Report

Date: 26 July 2018

To the Chair and Members of the
AUDIT COMMITTEE

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

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Blake		No

EXECUTIVE SUMMARY

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

EXEMPT REPORT

2. There are no exemptions in this report.

RECOMMENDATIONS

3. 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?

4. 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

5. A report was presented to Audit Committee on 1st February 2018 regarding the adult social care Commissioning and Procurement Plan, setting out the framework for all future commissioning and contracting activities over a 4 year period, together with an update of commissioning activity since October 2017.
6. In March 2018, Cabinet Committee approved proposals regarding the re-commissioning of 30 contracts due to expire this financial year.

Capacity Issues

7. Over recent months, two permanent Heads of Service have commenced in post. A Commissioning and Contracts Officer has been recruited (to fill existing vacant posts). It is anticipated that these posts together with the recruitment of a Commissioning Manager (currently vacant) will provide the additional capacity required to support the delivery of service transformation, the proposed move towards integrated commissioning and the delivery of the Commissioning and Procurement Plan.

Activity

8. 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 £3.236m (from £5.4m) to £2.164m. The AH&W's current spend is circa £90m with external Providers, of which, 97.6% is underpinned by a contract. This compares favourably with the Council average of 90%.
 - Concluded the re-procurement of three Supported Living Service contracts across Doncaster. The remaining contract is currently in the process of being re-let. These are the highest value contracts currently commissioned at circa £14m per year.
 - Joint working with the Clinical Commissioning Group (CCG) in line with the Place Plan to deliver integrated working across the commissioning and contracts functions.
 - Evaluated the operation of the current Care and Support at Home Contract and implemented an agreed an action plan to further enhance the service currently being delivered to service users;
 - Commenced working with the four strategic lead providers of Care and Support at Home services to develop and implement a trusted assessor scheme to support service user reviews.
 - Continue to support the RDASH residential and Solar Centre project;
 - Tendered a new money management service to support individuals who choose a direct payment / individual budget to purchase their own care packages. As the tender exercise failed to secure a provider of this service, a retender is being undertaken;
 - Reshaped a mental ill-health housing related support service to transform the way that services are currently provided to service users

through the delivery of floating support in accommodation dispersed throughout the borough.

- Implemented a commissioning plan to provide 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, which will generate savings of circa £300,000 in 2018/19;
- Undertaken a review of externally provided day services which are currently provided in three locations which will feed into the day service review of internal day service provision to generate service efficiency whilst ensuring continuity of provision;
- Awarded a Home Support Immediate Response Service contract to primarily support hospital discharge
- 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;
- Providing ongoing support and expert advice to the Directorates transformation programme and top priority improvement projects.

Waivers and Breaches to CPR's

9. Since 1st February 2018, there has been 4 waivers to CPR's this compares to the 5 waivers reported to audit committee in February 2018. There have been no further breaches to CPR's.

Solar Centre Update

10. The project is well underway aligned to local transformation priorities. The project aim is for improved outcomes for people through services that are more aspirational and provide greater choice and control for service users. To date service users have been visited to look at possible options for future day services. The Council and Doncaster CCG have advised service users that:-
 - Whilst a number of key principles have been agreed, they are not in a position of making clear recommendations about the future of the Solar Centre pending further consultation.
 - It has been agreed that people living at home with their families should be a priority for accessing Day Services.
 - Where people live away from the family home, for example in supported living or residential care, work is taking place with providers of those services to identify how they can support people with more person centre day time activities.
 - As a number of people will need to continue to attend a building based service, alternatives are being explored regarding services provision in the future.
 - There will be no change to the Day Service currently provided until further engagement has taken place, unless individual service users are currently working with their social worker or case manager to look at alternatives.
11. Whilst Members will be reassured that a temporary formal Agreement is in place to underpin the current arrangements, it is anticipated that there will

be further slippage as detailed consultation with families and service users is required.

OPTIONS CONSIDERED

12. 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.
13. 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

14. 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

15.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none">• Better access to good fulfilling work• Doncaster businesses are supported to flourish• Inward Investment	<p>The commissioning and procurement plan:-</p> <ul style="list-style-type: none">• Benefits the local economy by increasing opportunities for local service providers.• Supports the delivery of modern, quality, value for money services.
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none">• The town centres are the beating heart of Doncaster• More people can live in a good quality, affordable home• Healthy and Vibrant Communities through Physical Activity and Sport• Everyone takes responsibility for keeping Doncaster Clean• Building on our cultural, artistic and sporting heritage	<p>Commissioning, procurement and contract management supports modern, quality, value for money services.</p>

	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	Robust contract management processes will ensure that individuals remain safe and supported.
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

16. The principle risk would be a reduction in key posts within the commissioning and contracts function which would impact on the team's ability to deliver business as usual, the commissioning plan and provide support to the transformation programme.

LEGAL IMPLICATIONS (SF 21/06/18)

17. The Council has a series of legal powers and duties around the provision of Adult Services. The Council must also follow both internal and external

regulations surrounding its Commissioning and Procurement processes. 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 and will continue to input into the matters detailed with this report.

FINANCIAL IMPLICATIONS [KB 5/07/18]

18. There are no direct financial imps arising from this report. The adult Commissioning and Contracts team work with Finance colleagues to deliver adult transformation and the delivery of the 4 year £12.7m efficiency targets.

HUMAN RESOURCE IMPLICATIONS (DD 26/06/18)

19. There are no direct HR implications in respect of this report. Continued HR & OD support will be provided to the Commissioning & Contracts Team to assist them in delivering their key priorities.

TECHNOLOGY IMPLICATIONS: (PW 28/06/18)

20. There are no direct technology implications in relation to this report

HEALTH IMPLICATIONS (RS 21/06/18)

21. Commissioning is a key way to improve and protect the health of Doncaster residents and this includes both the policy making and sourcing elements of the commissioning processes. Decision makers should welcome this update on key elements of the commissioning cycle and should also take note of the performance and contribution of key contracts in improving health and reducing health inequalities.

EQUALITY IMPLICATIONS [DB 5/07/18]

22. Due Regard Statements will be completed in line with Council Policy and the Public Sector Equality Duty.

CONSULTATION

23. Consultation will be undertaken with key stakeholders associated with in pursuit of the delivery of commissioning and procurement priorities and to support the delivery of the Transformation Programme as well as the Doncaster Place Plan and Doncaster Growing Together programme.

BACKGROUND PAPERS

24. None

REPORT AUTHOR & CONTRIBUTORS

Denise Bann – Strategic Lead – AHWb Commissioning and Contracts
01302 862222

Damian Allen - Director of People