



# Doncaster Council

## Report

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Date: 31<sup>st</sup> January 2019

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

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

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

### **EXECUTIVE SUMMARY**

1. This report provides Members a six month progress update on improvements made by the adults commissioning and contracts function (from July 2018 to January 2019) since initially reported in April 2017.

### **EXEMPT REPORT**

2. There are no exemptions in this report.

### **RECOMMENDATIONS**

3. To note the information contained in this report, and to stand down the 6 monthly progress reporting of the adult Commissioning and Contracts function to Audit Committee (which has been in place since April 2017).

### **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 and Procurement Plan supports the Adult Transformation Programme as well as the Doncaster Place Plan and Doncaster Growing Together.

## **BACKGROUND**

5. Progress reports on commissioning activity have been presented to Audit Committee at 6 monthly intervals since April 2017. The purpose of these progress reports has been to give assurance to Audit Committee that sustained improvement is being made over a continuous period.
6. In March 2018, Cabinet Committee were asked to approve proposals to re-commission 30 contracts due to expire in 2018/19. To date the re-commissioning of those contracts is on track, however, some short term waivers of CPR's have been necessary to ensure that the re-commissioning of these services can be effectively and safely delivered within the prescribed timescales.

## **Resource Capacity**

7. Two Head of Service and a Commissioning Manager (within the Adult Commissioning and Contract function) have been recruited. These posts are providing the additional capacity required to support and deliver the Commissioning and Procurement Plan, service transformation, and joint commissioning activity.

## **Activity**

8. Achievements by the Commissioning and Contracts function in the last six months since July 18 are as follows:-
  - Reduced off contract spend (i.e. spend where no contract has been put in place or the contract has expired) from £5.4m in April 2017 to £978k (December 2018)
  - Achieved savings of circa £323,000 (full year effect) savings in 18/19 whilst continuing to support vulnerable service users through redesigned service delivery. Targeted savings of £719,000 in 18/19 (£360,000 of this being met via iBCF funding).
  - Safely transferred circa 1100 hours of domiciliary care services from a provider experiencing financial difficulties to the Council's contracted Strategic Lead Providers of domiciliary care without service disruption to vulnerable people
  - Awarded the remaining Supported Living Service contract (due to commence 28<sup>th</sup> January 19) with a new provider of supported living services Creative Support.
  - Developing a Joint Commissioning Strategy with the Clinical Commissioning Group (CCG) in line with the Place Plan to deliver integrated working across the commissioning and contracts functions which is due to be presented to Cabinet on the 12<sup>th</sup> March 19.
  - In the process of retendering the RDASH residential contract for individuals with learning disabilities and complex needs. The tender is closed 21<sup>st</sup> January 2019;
  - Tender, award and mobilisation of Mental Health Floating Support service
  - Tender, award and mobilisation of previous Offender supported accommodation contract resulting in the establishment of a new contract for the provision of supported accommodation for people with multiple

complex needs. The contract, which commenced on 19 November 2018 will also provide additional supported accommodation to enhance the homeless resettlement pathway,

- Tender, award and mobilisation of Supported Lodgings and Floating Support service for young people, new contract commenced on 10 December 2018
- Tender and award of supported accommodation service for people with mental health issues at Morley Road. New contract to commence February 2019.
- Awarded a new money management service to support individuals who choose a direct payment / individual budget to purchase their own care packages.
- Safely decommissioned three services whilst continuing to provide redesigned services to service users
- Led bronze command meetings as part of the new town centre / complex lives governance arrangements to create a more integrated structure, strength and engagement with wider stakeholders. This has resulted in an overall reduction of rough sleepers, greater understanding of the pathway and service offer which will inform future commissioning intentions to improve outcomes.
- Commissioned extra provision to support homelessness over the Christmas period;
- Begun the negotiation with care home providers regarding the fees to be paid to care homes from April 2019;
- Provide ongoing support and expert advice to the Directorates transformation programme and top priority improvement projects.

### **Waivers to CPR's**

9. The number of waiver reported to audit committee in the last six months reporting period is detailed in the table below, together with the number of waivers previously requested. The increase in the number of waivers this last period is attributable to the high number of contracts that have required to be renewed. As such, it has been necessary to put in place some short term waivers to effectively manage and resource the work needed to deliver this activity.

#### **Six monthly update on waivers**

October to February 2018	February 2018 to July 18	July 2018 to December 2018
<b>5</b>	<b>4</b>	<b>7</b>

### **Solar Centre Update**

10. A separate report on the Solar Centre Service and Travis Gardens will be presented to Cabinet in May 19. Work is currently progressing in partnership with RDASH, families and carers to refresh the individual's needs assessments and to undertake best interest assessments. This work will inform commissioning options for the remaining 15-20 service users who live at home or in residential accommodation (other than the RDASH accommodation) who attend the Solar Centre.

## OPTIONS CONSIDERED

11. 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.
12. 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) since initially reported to audit committee in April 2017 and to stand down the reporting of activity by the adult Commissioning and Contracts function to Audit Committee going forward.

## REASONS FOR RECOMMENDED OPTION

13. 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

14.

	Outcomes	Implications
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>The commissioning and procurement plan:-</p> <ul style="list-style-type: none"> <li>• Benefits the local economy by increasing opportunities for local service providers.</li> <li>• Supports the delivery of modern, quality, value for money services.</li> </ul>
	<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	<p>Commissioning, procurement and contract management supports modern, quality, value for money services.</p>
	<p><b>Doncaster Learning:</b> Our vision is for</p>	

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

## RISKS AND ASSUMPTIONS

15. 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 (SRF 16/1/19)**

16. 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 including compliance with both Contract Procedure Rules and European Procurement Regulations.

Legal Services provides 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 [PW 16/01/19]**

17. There are no direct financial imps arising from this report as it is just for noting. It should be noted however that the reduction in the level of waivers, contract breaches and off-contract spend detailed in the body of the report should lead to improved financial planning and management around the Commissioning function. There have been £323k of budget reductions in 18/19 against a targeted reduction of £360k (a further £360k was met via iBCF) and a further planned reduction of £703k for 19/20. The adult Commissioning and Contracts team are currently reviewing how this will be delivered and this includes work with Finance colleagues to deliver adult transformation and efficiency targets.

## **HUMAN RESOURCE IMPLICATIONS (DD 16/01/19)**

18. 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 11/01/19)**

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

## **HEALTH IMPLICATIONS (RS 11/01/19)**

20. 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 12/12/18]**

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

## **CONSULTATION**

22. 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**

23. REPORT TITLE: Transformation of Residential Care Services for People with Learning Disabilities, provided by Rotherham, Doncaster and South Humber NHS Foundation Trust. Presented Cabinet on the 4<sup>th</sup> September.

REPORT TITLE: Update Report on Contracts and Commissioning in Adults, Health and Wellbeing Presented to Audit Committee on the 26<sup>th</sup> July 2018

## **REPORT AUTHOR & CONTRIBUTORS**

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