

Commissioning Strategy Update

Policy & Strategy Committee

31 August 2010

1 Purpose of report

- 1.1 This report outlines key arrangements for the development of the Commissioning Strategy for adult social care, homelessness and housing support and children and young people's services.

2 Summary

- 2.1 The report sets out details of project governance arrangements, timescales, the approach to consultation and engagement, an outline of the content of the strategy and interim contracting arrangements.

3 Main report

Project Governance

- 3.1 A Project Initiation Document (PID) has been drawn up, setting out the project's scope, objectives and outputs, as well as a timetable against which these will be delivered. The main output is an overarching strategy for how care and support services will be commissioned by the Council and details of the approach taken for care groups that receive services from the Department of Health & Social Care. Other key outputs include a consultation exercise, a procurement model and an equalities impact assessment.
- 3.2 The project team is charged with delivering the products identified in the PID. The project team is chaired by the project sponsor, the Director of Health & Social Care.
- 3.3 The project team contains representatives from all departments that provide services to vulnerable people, that is Health & Social Care, Children & Families and Services for Communities. Staff from Finance and Corporate Services are also members of the project team and contribute expertise in procurement, communications, law, and project management. The project team meets on a fortnightly basis.
- 3.4 A project board has been established with the Director of Health & Social Care, Director of Services for Communities, Director of Children & Families, Head of

Payments & Procurement and Head of Legal & Administrative Services. Monthly board meetings have been scheduled.

- 3.5 Project governance arrangements and membership of the project board and team are detailed in Appendix 1.

Timescales

- 3.6 A first draft of the strategy was circulated to the project team in late July and this has since been developed. Further drafting is planned throughout August.
- 3.7 The National Procurement Guidance is not yet available and is not anticipated until late September. However, a draft version of this guidance has been received and substantive change is unlikely. The good practice described in this draft will be incorporated into the strategy.
- 3.8 The project is required to deliver the strategy to the City of Edinburgh Council on 14th October. At present it is on schedule to deliver the strategy, an equalities assessment and the findings of a consultation exercise with representative organisations by this date. It is anticipated that the strategy will then be open to a formal process of consultation over the following three months. This is in line with good practice and is intended to give service users and carers an opportunity to respond directly to the proposed approach.
- 3.9 Three Checkpoint meetings are being arranged for August and September with representative organisations of adult social care service users and their carers. These meetings will discuss the Council's planned approach to commissioning and agree how best to consult with service users and carers, for adult social care services in the first instance. It is anticipated that membership of the Checkpoint meetings will be extended to include organisations that represent homeless people and vulnerable children as the strategy develops.
- 3.10 The three month consultation will close in mid-January 2011. The responses will be summarised and the strategy updated in light of comments received. Feedback will be provided to all consultees. The final version of the guidance should be available at this time and any additional elements of new good practice can be incorporated into the strategy. The revised strategy will then be reported to the Policy & Strategy Committee and the approach it sets out implemented. It is envisaged that the strategy will be revisited after five years.

Consultation and Engagement

- 3.11 The Council is committed to ensuring service user and carer engagement is a key component in the commissioning of care and support services and that it is a positive, inclusive and effective experience for all those involved.
- 3.12 The approach to engagement will aim to build on collective experience with partners and agree a joint approach for the future that has a focus on listening and responding to service users and carers on issues such as having choice and control in relation to care and support services. The aims of the engagement strategy are to:

- ensure service users and carers can have a genuine influence on how services are provided and who provides them;
- ensure that this engagement is meaningful for all those involved;
- bring together knowledge and information from engagement in service planning and development in other areas, such as the Joint Capacity Plan for Older People: Live Well In Later Life, the City Housing Strategy, the Homelessness Strategy, the Joint Capacity Plan for Services for People with Learning Disabilities, Home Care Modernisation and the work in Neighbourhood Partnerships;
- establish a 'Checkpoint Group' from the start of the work to provide advice of the approach to communication and engagement;
- agree the best practical tools for this engagement strategy (for example, written, visual and/or face to face meetings in a range of different groupings of people);
- evaluate this engagement strategy to ensure continuous improvement in the process of engagement.

3.13 A remit for the Checkpoint Group has been formed to:

- agree an engagement and communications strategy and activity plan;
- be aware of the key stages in the project plan;
- consider options drafted by the Project Executive for the commissioning approach;
- represent views to the commissioning strategy Project Executive;
- discuss options for implementation; and
- be a contact point for future independent evaluation of the commissioning strategy.

3.14 The group will meet at key stages in the project. Officers will provide progress updates and seek the views of representatives. The latter will be done either by 'around the table' discussion or where appropriate through group members seeking views from wider audiences.

3.15 Membership of the group, in the first phase, includes representation from service user and carer groups, advocacy groups, equalities groups, NHS and Council staff. The group is being chaired by Ella Simpson, Chief Executive of EVOC. The groups are:

- A City for All ages advisory group (older people)
- Learning Disability Alliance
- ECAS (physical disability)
- VOCAL (carers)
- One representative from the Independent Advocacy Organisations
- Patients Council (mental health)

- Scottish Care (care home residents and care at home service users using private sector services)
 - LCIL (Lothian Centre for Inclusive Living)
 - CCPS (Community Care Providers Scotland)
 - A representative of NHS Lothian.
- 3.16 In addition to regular update reports, a separate report on the engagement process will be brought to the Policy & Strategy Committee prior to the consultation on the draft Commissioning Strategy. A cross-party briefing will also be arranged prior to the 14th October Council meeting.
- 3.17 A draft Engagement and Communications Activity Plan is provided in Appendix 2.

Content of the Strategy

- 3.18 The strategy has two parts, an overarching framework that the Council will use for all services, and a section setting out the specific arrangements for the care groups that receive services from the Health & Social Care Department. The framework sets out:
- the current financial context in which services will operate;
 - a commitment to deliver services of an appropriate quality within the resource envelope;
 - how the policy agenda of shifting the balance of care to people's homes, personalising services and supporting people to directly purchase services will be progressed;
 - the legal and regulatory framework in place for procurement and how it affects the Council's approach;
 - how joint commissioning will shape services and the balance of internal and external provision;
 - how the Council will seek and take into account the views of users, carers and suppliers in its approach to commissioning.

A detailed list of provisional contents is shown in Appendix 3.

- 3.19 The section relating to Health & Social Care provides more detail on the above with respect to specific care groups. Additionally, it formally states the approach to commissioning services that will be adopted for care groups and the implications for service users, carers and providers. A first draft of the strategy has been written and the most relevant sections form the basis of the consultation taking place over summer.

Interim arrangements for contracts

- 3.20 Procurement law makes it clear the Council needs to consider whether the purchase of social care services should be tendered to ensure competition. Having acknowledged the challenges this poses for all concerned, Scottish Government has been developing guidance about the approach councils should take to the procurement of social care services and its final report on the matter is due for publication at end of September 2010.
- 3.21 Pending publication of the guidance and the outcome of consultation about the Commissioning Strategy for Health & Social Care services, broadly similar interim contract management arrangements have been put in place by the Departments of Health & Social Care and Services for Communities.
- 3.22 These involve:
- i continuation of the Council's support for the National Care Home Contract;
 - ii development of a staged approach to opening up of all other existing contracts to competition by:
 - progressing a competitive tender process for the renewal of the Care at Home contract (for older people and adults with physical disabilities) during 2011 as approved by Policy & Strategy Committee on 8th June 2010.
 - analysing all other contracts with a view to benchmarking their quality and discussing with providers whether they are able to offer the Council Best Value. The outcome of this exercise will be:
 - providers who meet quality requirements and are able to demonstrate Best Value will have contracts extended;
 - services delivered by providers which do not meet quality standards will be prioritised for re-tendering;
 - services which meet quality standards but whose providers do not meet full Best Value requirements will be re-tendered in due course.

4 Financial Implications

- 4.1 As a result of the ongoing negotiations described above, savings averaging 6% are being agreed with individual providers. This results in cashable savings of c£870,000 to date, including the £347,589 identified in the 'Care and Support Services: Service Level Agreements Re-negotiations' report. Given the ongoing nature of negotiations this sum is expected to rise and will be detailed in future reports.

5 Environmental Impact

- 5.1 None related to this report.

6 Equalities Impact

- 6.1 A full equalities impact assessment is being led by the Corporate Equalities Manager, the detail of which will be discussed at the first meeting of the Checkpoint Group.

7 Recommendations

- 7.1 It is recommended that the Policy & Strategy Committee:
- a) note the update on arrangements for the development of the Commissioning Strategy
 - b) receive regular update reports on the development of the strategy and the associated engagement and communication activity.



Peter Gabbitas
Director of Health & Social Care

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- Appendices
- 1 Project Governance Arrangements
 - 2 Draft Engagement and Communications Activity Plan
 - 3 Provisional Contents of the Strategy

Contact/tel/Email

Wards affected

Single Outcome Agreement

Background Papers

Project Team

Team Member	Role	Responsibilities	Link to other Workstreams*
Peter Gabbitas	Project Sponsor	Direct link to CMT and Council Committees.	Service Prioritisation, Alternative Business Models, NHS, Edinburgh Drugs & Alcohol Partnership, Delaying
Tricia Campbell	Project Manager	Co-ordination of the project.	Community Care Planning.
Steve Di Ponio	Project Support	Project management support, project documentation, Covalent, work packages	Single Outcome Agreement
Chris Whelan	Team Member	Link to HSC contractual activity. Develop procurement models and guidance Lead on Work Package to identify contractual requirements.	Learning and Care Board.
Dorothy Hill	Communications officer	Communications and engagement advice and support. Support to the Checkpoint Group.	Corporate Communications
Leanne Wilson	Team Member	Develop procurement models and guidance (Lead).	Shared Services Integrated Employability Review
Karen Dallas	Team Member	Financial strategy and planning advice and unit cost data.	Unit Costs, Budget setting 11-14 and beyond, Integrated Resource Transfer.
Marna Green	Team Member	Link to inform sector services Link to individual commissioning and prevention strategies	Preventative strategy, Direct Payments. , Re-ablement, Personalisation
Michael Thain	Team Member	Strategy development Develop procurement models and guidance.	City Housing Strategy, Homelessness Strategy
Nigel Allison	Team Member	Legal advice on all aspects of the project Develop procurement models and guidance	
Ricky Dover	Team Member	Develop procurement models and guidance. Communication with C&F Head of Service Group	

Nikki Conway	Team Member	Advise strategy development in relation to personalisation and self directed support.	Personalisation, Direct Payments.
Ella Simpson	Special Team Member	Voluntary sector liaison and engagement.	Chair of Checkpoint Group

* Responsibilities for those linked to other workstreams are:

- a) communication with that workstream; and
- b) ensure that the commissioning strategy is consistent with corporate objectives, financial planning and strategic plans.

Note: All have link responsibilities for Other Service Redesign initiatives.

Commissioning Strategy for Social Care Services – Phase 1 adult services provided by the Health and Social Care Department.

DRAFT Engagement and Communications Activity Plan

Timescales	Work stream	Action	Audiences	Lead Officer
26 August	First meeting of the Checkpoint Group	<p>Agree remit</p> <p>Circulation of:</p> <p>draft Commissioning strategy content structure for discussion and comment,</p> <p>draft Engagement & Communications Strategy & Plan for discussion, development and agreement,</p> <p>summarised Scottish Government Guidance on Social care Procurement for discussion</p> <p>begin planning EQIA</p> <p>multi-channel announcement incl. Council and Compact web sites and relevant publications)</p>	Primarily the Checkpoint Group, but also other audiences identified at the first meeting.	Dorothy Hill
31 August	Report to Council's Policy and Strategy Committee	Update on progress	City of Edinburgh Council elected members	Peter Gabbitas
Early September	Council staff briefing	By newsletter and/or face to face briefing	All relevant Council staff in three	Dorothy Hill

			departments, including commissioning and contracts and procurement staff	
Early September	Second meeting of the Checkpoint Group	Progress business from first meeting Agree Engagement & Communications Strategy & Plan <i>(Detail to be agreed with Checkpoint Group, including audiences, events, other modes of contact – in accordance with National Standards for Community Engagement)</i>	Primarily the Checkpoint Group, but also other audiences identified at the first meeting if appropriate.	Dorothy Hill
September	Engagement toolkit	Production of toolkit using published, written or visual material in accordance with the needs of individuals or groups, including other languages or formats.	Primarily the Checkpoint Group, but also other audiences identified at the first meeting if appropriate.	Council Communications Service
28 September	Report to P&S Committee	Setting out consultation process.	City of Edinburgh Council elected members	Dorothy Hill/ Checkpoint Group
Late September/Early October	Third meeting of the Checkpoint Group	Final approval of engagement toolkit.	Primarily the Checkpoint Group, but also other audiences identified at the first meeting if	Dorothy Hill

			appropriate.	
Late September/Early October	Cross-party briefing	To brief elected members on the consultation and engagement process for the draft Commissioning Strategy.	City of Edinburgh Council elected members	Communications Service
14 October	Report to Council	To recommend approval of the draft Commissioning Strategy for consultation and engagement	City of Edinburgh Council elected members	Peter Gabbitas
October - December	Public/community engagement	Implementation of Engagement & Communications Strategy & Plan	Service user groups, voluntary and private sector partners, staff and providers, local and national politicians, Trades Unions.	All
November	Fourth meeting of the Checkpoint Group	Update on engagement	Checkpoint Group	Peter Gabbitas
December/January	Analysis of results from engagement	Draft report on results	Checkpoint Group	Council (Corporate Services)
January	Fifth meeting of the Checkpoint Group	To discuss outcome of engagement	Checkpoint Group	Dorothy Hill
3 February (TBC)	Report to Council	Report with final draft of Commissioning Strategy for approval, incorporating report on engagement	City of Edinburgh Council elected members	Peter Gabbitas

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 - 4.3.6. Direct Payments
 - 4.3.7. Financial Environment
 - 4.3.8. Internal/external
- 5. Part 2: HSC Adult Strategy**
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6. Reviewing the Strategy

Appendices

1: Best Value & Procurement Regulations