



Meeting of East Renfrewshire Health and Social Care Partnership	Performance and Audit Committee
Held on	23 November 2022
Agenda Item	10
Title	Commissioned Services
<p>Summary</p> <p>The purpose of this report is to provide the Performance and Audit Committee with an overview of the current arrangements in place to commission health and care with external partners.</p>	
Presented by	Margaret Phelps, Senior Manager Planning and Performance and Commissioning Manager
<p>Action Required</p> <p>It is recommended that the Performance and Audit Committee note and comment on the arrangements in place to commission health and care with external partners.</p>	

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EAST RENFREWSHIRE PERFORMANCE AND AUDIT COMMITTEE

23 November 2022

Report by Chief Officer

COMMISSIONED SERVICES

PURPOSE OF REPORT

1. The purpose of this report is to provide the Performance and Audit Committee with an overview of the current arrangements in place to commission health and care services with external partners.

RECOMMENDATION

2. It is recommended that the Performance and Audit Committee note and comment on the arrangements in place to commission health and care services with external partners.

BACKGROUND

3. The Public Bodies (Joint Working) (Scotland) Act 2014 require Integration Authorities to develop and review their strategic commissioning plan at least every three years. In doing so the Integration Joint Board sets out within their Strategic Plan how health and social care services will be delivered across East Renfrewshire.
4. The Strategic Plan describes our partnership and vision recognising the benefits of working collaboratively as a broad and inclusive partnership and includes the range of services that are commissioned and delivered by our external partners.
5. During 2020/21 the Contracts and Commissioning Team was re-established following staff turnover. The team comprises a Senior Manager: Planning, Performance and Commissioning, two Market Facilitation and Commissioning Officers and two Contract Monitoring Officers. In response to the pandemic the team's priority was to provide liaison between HSCP and our external providers and to offer assurance through our commissioning and contract monitoring arrangements. For some of our providers, particularly our care homes, this support was provided on a daily basis offering liaison and support, identifying key pressures, ensuring national guidance including access to infection, prevention and control measures and processing sustainability payments. This initial period laid strong foundations for the partnership approach that has been established with our external providers.
6. In addition the team supported care and support providers to transfer to the new Scotland Excel Care and Support framework effective from 1st April 2021. The team are leading on supporting services to ensure our contract monitoring and commissioning arrangements with external partners are fit for purpose. A programme of review is underway with the introduction of new systems and processes to support the range of contract arrangements in place.

REPORT

7. The Strategic Commissioning Plan 2018/21 identified the following commissioning intentions to support the delivery of the Strategic Plan which were aligned to service redesign and national transformational change programmes.
 - Transformation and Sustainability
 - Community Led Support
 - Prevention and Early Intervention
 - Mental Health and Recovery
 - Getting the Right Support
 - Transforming Models of Care
 - Building Capacity in Primary and Community Care
 - Digital and Technology Enabled Care and Support
8. In addition to the Commissioning Plan, the HSCP set out an ambitious change programme to transform service delivery and realise identified efficiencies. This programme was put on hold to respond to the significant challenges presented by the pandemic and by default the current plan was extended. The Recovery and Renewal Programme has now recommenced to allow for the original change programme and expand this into a broader transformation programme which incorporates recovery. There is broad alignment in relation to the work programmes identified in both the Commissioning Plan and Recovery and Renewal Programme.
9. This Commissioning Plan will be refreshed by March 2023 to reflect the renewed Strategic Plan 2022/25 and to reflect the work underway in respect of the HSCP, national and Greater Glasgow and Clyde transformation programmes including; Coming Home Implementation Report, The Promise (Independent Care Review), Primary Care Improvement and the National Care Service. Work is already underway to develop our collaborative commissioning approach for East Renfrewshire bringing partners, services and people who use services and carers together.

Partnership Working – Commissioned Services

10. The HSCP works alongside a range of external partners to deliver health and social care services as part of the following contractual arrangements. The contractual arrangements have been revised to ensure greater choice and control for individuals, sustainability for the provider sector and ensure compliance with Scottish Government policy. The report shows spend for purchased care for the 12 months from April 2021 to March 2022.
11. **Care at Home** – £4.237 million total expenditure with £4.019 million through framework providers and £0.218 million off framework.
12. **Care and Support** –£14.854 million total expenditure with £14.125 million through framework providers and £0.729 million off framework.
13. **Nursing and Residential Care Contracts** – the total expenditure for nursing and residential placements was £12.372 million.
14. **Quick Quotes** – The value of quick quotes during this period was nil. A quick quote value is between £10,000 and £49,999.
15. **Direct Awards** – The HSCP received approval to make 6 direct awards during this period, working alongside Council corporate procurement and legal services. The awards were in the area of adult services and reflect the specialist nature of the purchasing activity.

16. **Grant Payments** - the HSCP issued 28 grant awards to 20 organisations totalling £2.669 million.
17. **Scotland Excel frameworks**- a number of contracts have been revised with the introduction of the following frameworks;
 - a. Secure Care
 - b. Fostering & Continuing Care Services
 - c. Children's residential care and education including short breaks
 - d. Agency Workers (Social Care)
 - e. Care and Support
18. Wherever reasonably practicable services are commissioned using framework providers to arrange care and support. We recognise that there needs to be choice and control for individuals, families and their carers.
19. Exceptions can occur for a range of reasons including provider capacity, requiring recruitment processes to be taken forward; provider contract compliance and other quality of care related matters. In addition where care of a specialised nature is required which may include developing a bespoke package of care or with costs over £100k these will require additional approval by the Senior Management Team.

Collaborative Commissioning

20. Work is ongoing to develop a collaborative commissioning approach for East Renfrewshire HSCP and will take the form of a shared statement of intent setting out agreed principles and approach which are co-designed with wider partners and stakeholders.
21. This approach recognised the Scottish Government policy and guidance to deliver a strategic commissioning plan in support of the 2014 Public Bodies Act. More recently, the Audit Scotland Report on Progress in Integration (2019), the Independent Review of Adult Social Care and the legislative intention within the National Care Service Bill. This successive policy context describe a new way of working which will be human rights based, person centred, reflect peoples lived experience, have fair work principles, support climate and circular economy, financial transparency and deliver high quality care. These 8 care principles (Circular SPPN7/2021) focus on developing a collaborative and ethical commissioning approach with all partners and stakeholders.
22. Three collaborative commissioning events were held in June 2022, with two face to face events and one online event. Invitations were distributed through our internal and external networks to HSCP services, partner providers, community and voluntary organisations and included people and carers who use our services. The programme was planned to offer a brief overview of our East Renfrewshire context, to explore challenges, to hear from Health Improvement Service (HIS) and Coalition of Care Providers Scotland (CCPS) about work and developments across Scotland and to collectively identify opportunities for future collaboration.
23. A follow up event in October focused on key themes identified and these are set out below. The work streams will monitor progress and identify opportunities for collaborative working; Funding and transparency on budgets
 - Communication and information
 - Involving providers, partners and people
 - Culture change
 - Processes and systems
 - Staff valuing and rewarding

24. In addition a number of service redesign initiatives are bringing partners, services and people who use services together to consider future options for service delivery. The Living Well in East Renfrewshire event held on 4th November 2022 brought together care at home delivery partners to explore options for commissioning and delivering services differently. All of this work will be underpinned by the collaborative and ethical approach commissioning. The table below sets progress to date and the next steps:

April – May 2022	Map and identify key stakeholders and partners	Complete
April 2022	Identify critical friend e.g. CCPS representative and HIS	Complete
April - May 2022	Plan for Collaborative Commissioning event in late Spring/summer (May 2022)	Complete
June 2022	Collaborative Commissioning Events; 21 st June 2022 – Barrhead 27 th June 2022 – Eastwood 30 th June 2022- Online	Complete
June 2022	Issue Collaborative Commissioning reports to partners and stakeholders	Complete
May 2022 – January 2023	Develop agreed collaborative commissioning definition approach for East Renfrewshire health and social care partners	In progress
August 2022	Update on Collaborative Commissioning Events to be presented to Strategic Planning Group	Complete
September 2022	Small Working Group meeting to review feedback and to progress collaborative commissioning statement of intent.	Ongoing
October 2022 – March 2023	Follow Up meeting and work groups identified to progress local priorities	Ongoing
August 2022- March 2023	Support services to develop collaborative commissioning approach ; <ul style="list-style-type: none"> • Care at Home • Coming Home Implementation • Day opportunities redesign 	Ongoing
March 2023	Revised Strategic Commissioning Plan for East Renfrewshire (collaborative commissioning statement of intent).	In progress

25. Within the Recovery and Renewal Programme there are a number of projects that require significant input by the Commissioning Team to support service redesign and associated efficiencies. The Commissioning Team will lead the review on commissioned services with the aim to ensure all framework and contractual opportunities are maximised. Future progress on this work will be reported through the Recovery and Renewal Programme.

CONCLUSION

26. This report recognises the contribution that partners make to the delivery of health and social care services. It sets out the range of contractual arrangements currently in place to support our commissioning across the independent and third sector. The Commissioning Plan will be updated to reflect the future direction, will recognise and commit to involving partners, stakeholders and people as opportunities arise to participate in any new service planning or redesign. The 8 core principles for collaborative and ethical commissioning will underpin this approach as we develop our shared commissioning statement for East Renfrewshire. These principles will also underpin the commissioning input to the Recovery and Renewal Programme.

RECOMMENDATION

27. It is recommended that the Performance and Audit Committee note and comment on the arrangements in place to commission health and care services with external partners.

REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

None

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