

# Briefing: Commissioning and Contract Management in Adult Social Care Contracts Sub-Committee

## 1. Overview of Adult Social Care

Adult Social Care (ASC) is focused on all adults over the age of 18 with eligible needs. Service areas within ASC are:

- Assessment and Care Management
- Physical Disabilities and Older People
- Mental Health (Oxleas)
- Learning Disabilities
- Deprivation of Liberty Service

All of these service areas have an assessment and care management function. All assessments consider the statutory functions of assessing adults with the appearance of need for care and support for adults with eligible needs. They also assess the needs of informal carers and consider carers support needs. Any eligible care and support needs identified through assessment are brokered by the Central Placements Team. Brokers procure a variety of services including personal care agencies, care homes, day activities and transport.

Demand on services has increased by 30% in recent years, with an increase in referrals and a much higher number of contacts required for each assessment. The main reasons for the increased contacts include people living much longer but with more chronic health conditions, statutory adult safeguarding, the resident's age, frailty and ability to engage with the process. Bromley has a large population of older people which is predicted to increase by 10% in the next 10 years. The advances in medicine also mean that a high number of premature babies survive into adulthood with severe and complex physical/ learning disabilities all of whom are living longer and require support.

The main legislation underpinning the work of ASC is the Care Act 2014, Mental Health Act (1983) and The Children Act. The Care Act was introduced to significantly increase local authority focus on improving the wellbeing of residents including the council's role to prevent, reduce or delay the need to rely upon statutory services.

In recent years the Better Care Fund (BCF) and now the Integrated Better Care Fund (iBCF) is in place with the expectation that over the next three years local authorities will find ways to make adult social care sustainable by reducing hospital bed days; providing more care and support closer to home; reducing the need for hospital admission and integrating the health and social care system to deliver these objectives.

## 2. Commissioned Services

There are 136 contracts specifically related to ASC recorded on the Corporate Contracts Register. These have an estimated annual value of £33.7m and an estimated whole life contract value of £185m. There are many types of contracted services including:

- **Older People:** 26 contracts, primarily Nursing Beds, Extra Care Housing, Day Opportunities
- **Learning Disabilities:** 51 contracts, a large number of which are nomination rights for accommodation. Other main contracts are Supported Living and Day Services
- **Domiciliary Care:** 37 contracts, the majority of which are call off contracts from a Domiciliary Care framework contract

- **Mental Health:** 6 contracts including the main agreement for mental health support with Oxleas NHS Foundation Trust and other advocacy and support contracts
- **Advocacy:** 3 contracts providing a range of advocacy services for different client groups in Adult services. All advocacy contracts are currently being retendered as a single lot.
- **Health:** 5 contracts providing a range of health services, the most substantial of which is the Adults Substance Misuse Service.
- **Other:** 8 contracts providing a range of different services including the Adult Transport service, Tenancy Support and Sensory Impairment Support.

### 3. Commissioning in Bromley

Bromley Council’s commissioning function for adult services sits within the Programme Team. Commissioning tends to be defined in terms of a range of linked activities, summarised within the standard “commissioning cycle” attached as Appendix 1.

- Analyse e.g. assessment of needs
- Plan e.g. gap analysis; identifying services that need to be commissioned
- Do e.g. procuring services; developing local markets and supporting providers to deliver
- Review e.g. assess whether anticipated outcomes have been achieved

Typically at the Analyse stage, officers will consider a range of procurement pathways, including direct delivery (in-house), commissioned services from a specialist provider, shared services, joint commissioning with the CCG and with other local authorities. Consideration is given to quality of service, risk, market capacity, as well as cost. The Corporate Commissioning Board acts as an internal challenge to make sure that due diligence has been followed.

The new Programmes Team also has a core objective of developing service/commissioning strategies to clarify and implement the council’s objectives with regard to services for mental health, older people, learning disabilities etc.

### 4. Joint commissioning with the Bromley Clinical Commissioning Group (CCG)

Service users across social care will often be users of the wider health care system. The council therefore has a range of initiatives with the CCG to combine resources to meet the needs of service users and ensure that public services are not duplicated. Section 75, of the NHS Act 2006 (as amended by the Health and Social Care Act 2012) contain powers enabling NHS bodies to exercise certain local authority functions and for local authorities to exercise various NHS functions. The majority of this work is funded by the BCF. The Council has a section 75 agreement in place with the CCG for a range of service including the key ones listed below:

Service	Nominated lead
Intermediate Care	CCG
Children’s Short Breaks Services	CCG
Joint Community Contract	LBB
Community Equipment	LBB
Speech and Language Therapy	CCG
Mental Health Services	LBB
Mental Health Services – Wellbeing	CCG

The council also actively works with the CCG to jointly commission services. During 2017, the Primary and Secondary Intervention Service has been jointly commissioned and funded through the BCF – an integrated set of vital, non-statutory services intended to delay or prevent the need for

social care and increase the independence of Bromley residents. The service is due to commence in October 2017.

## **5. Contract management, monitoring and quality assurance**

Contract Management is the responsibility of the operational service (the budget holder) supported by the Programmes Team within ECHS. The service will typically be responsible for operational contract management of the service (i.e. is Bromley getting the service it needs from the provider on a day to day basis). The Programmes Team provides support in relation to formal contract management meetings, tackling any performance issues or non-compliance with the contract, as well as procurement issues such as retendering of the contract or contract extensions.

Contract Monitoring is the lead responsibility of the Corporate Contract Monitoring team who take a lead on gathering performance information, reporting back to ECHS to inform contract management discussions. The Corporate Team also undertake monitoring visits to ensure compliance with the contract and quality monitoring.

## **6. Strategic challenges ahead**

Key strategic challenges for the year ahead include:

- Developing new commissioning strategies across a range of Adult Services (such as Older People and Learning Disabilities) in response to ongoing cost pressures of service delivery;
- Developing a Market Position Statement which enables Bromley to engage with (and develop) the provider base;
- Exploring increased use of Direct Payments where appropriate;
- Designing new care and delivery pathways, with greater integration with Health and the Clinical Commissioning Group.

End

Appendix 1 – The Commissioning Cycle

