

Report of the Strategic Director, Health and Wellbeing to the meeting of the Health and Social Care Overview and Scrutiny Committee to be held on 16 February 2021

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Subject:

Health & Wellbeing Commissioning Strategy and Intentions – Adult Social Care 2021 update

Summary statement:

This report is to provide an update and to advise members on the progress of the 2019-21 adult social care commissioning strategy and intentions of the Bradford Council's Health and Wellbeing department

EQUALITY & DIVERSITY:

As part of the commissioning processes Equality Impact Assessments are undertaken at key points in the process, where requirements necessitate. All work undertaken will be address issues of equality and diversity as they apply to protected characteristic groups.

The team will contribute to the Council's equalities objectives in the following ways:

- **Leadership and commitment:** Through promoting discussion at Commissioning SMT meetings regularly
- **Workforce:** Positive recruitment of staff with the right values-base to work in social care and who are representative of Bradford's communities.
- **Service Design/Delivery:** We will develop our approach to co-production. We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities. We will 'Keep it Local' and contracts will deliver meaningful social value.
- **Communities:** We will further develop our relationship with community networks, and harder to reach groups, to ensure their voice informs our commissioning approach; equalities data collection will be reviewed to ensure we're getting the right intelligence to inform our work.

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Overview & Scrutiny Area:
Health and Social Care and Wellbeing

1. SUMMARY

- 1.1 This report is to provide an update and to advise members on the progress of the 2019-21 adult social care commissioning strategy and intentions of the Bradford Council's Health and Wellbeing department.

2. BACKGROUND

- 2.1 The Health & Wellbeing department (the department) commission a wide range of services for vulnerable people across the district. This is achieved through an on-going programme of commissioning and procurement activity.
- 2.2 This work is aligned to the key priorities of the department and the shared system vision *Happy, Healthy and at Home* and where appropriate, is carried out in partnership with colleagues from the NHS Clinical Commissioning Group (CCG).
- 2.3 The team works with corporate procurement colleagues to design and deliver good, fit for purpose and proportionate procurement practices and processes and which aims to support smaller local VCS and not for profit organisations to be able to deliver adult social care support offers by championing the 'keep it local' agenda.
- 2.4 In September 2019 the department presented to the Committee a report setting out the commissioning strategy and intentions for 2019-21 and the five key commissioning priorities of:
- Increasing early help & prevention services/offers
 - Developing further approaches to support personalisation, choice and control
 - Redesigning and recommissioning a range of statutory accommodation and support services
 - Reviewing and developing contract and quality management and financial administration services arrangements
 - Undertaking effective market shaping and facilitation and ensuring a sustainable and vibrant market
- 2.5 A link to a copy of the full document and previous committee report is provided at paragraph 12 (*Background Documents*).
- 2.6
- 2.7 The Commissioning Intentions document attached at Appendix 2 sets out where procurement activity with a value of over £2m will be carried out in the life time of the commissioning strategy (2019-2021). As a consequence of the delays to delivery as a result of the COVID-19 pandemic, the commissioning intentions work programme in relation to this strategy will continue until mid-2022. During 2021/22 the department will develop a refreshed Commissioning Strategy and Intentions aligned to the new Council Plan, the Health and Wellbeing Department plan and the Health and Care System Strategy 'Happy Healthy and at Home' which is in the process of being reviewed.

3. OTHER CONSIDERATIONS

Impact of COVID-19

- 3.1 Since March 2020 the majority of the commissioning team resource has been redirected to focus on supporting independent care and support providers in the response to the COVID-19 pandemic.
- 3.2 This has included regular communication with all providers, through bulletins, emails and calls, care home liaison delivered by commissioning and contracting officers, support to access PPE, support to ensure appropriate staff cover was in place, implementation of additional financial support to the sector, access to testing and latterly vaccination roll out. From August 2020 funding from Council Covid support grants enabled the recruitment of additional staff to form a dedicated team to undertake this work.
- 3.3 All business as usual commissioning and procurement activity was put on hold for the initial wave of the pandemic. As pressures eased slightly in late summer a review was undertaken and where reasonable to do so, some commissioning work was restarted. Consideration was given not only to the capacity within the department but also the potential impact of commissioning on providers who continue to work under exceptionally difficult circumstances.
- 3.4 Delivery of the commissioning strategy and intentions is continually monitored and timescales and targets are adapted as needed in response to the demands placed on the department and whole care and support sector due to COVID-19.

Priority one update: Adult Social Care Early Help & Prevention

- 3.5 Grants to the voluntary and community sector (VCS) which support the provision of early help and prevention service across the district were extended during the pandemic in order to offer financial stability and ensure the continuation of services.
- 3.6 Work re-started over the summer includes:
 - The award of new Alternative to Respite funding. This service aims to provide alternative options to respite in care homes for people with identified social care needs and their carers using personal budgets. The service also supports people and their carers who can self-fund, to plan for holidays.
 - The award of innovation grants to promote and support user-led organisations
 - The launch new innovation grants to promote and support services for carers
- 3.7 Commissioning work will recommence in the spring on the post diagnostic dementia support service and the housing related support multiple needs and young people services. Work will include comprehensive service reviews in 2021/22.

Priority two update: Personalisation, Choice and Control

- 3.8 Work to bring home support providers on the Individual Service Fund 1 (ISF1) programme continued in 2020 but was significantly delayed.

- 3.9 The approach to the delivery of the main ISF pilot has been reviewed. A small scale pilot project within learning disability services is being established to look at how to progress ISFs going forward.

Priority three update: Statutory Accommodation and Support Services

- 3.10 Work on the commissioning and procurement of day opportunities was restarted in autumn 2020 and the procurement process for the new day opportunities provider list was launched in December 2020. This work aims to improve the range of service available and increase choice for service users.
- 3.11 Planned reviews of accommodation and support models for people with learning disabilities, mental health, Autism and acquired brain injuries, respite services and extra care have all been delayed until 2021/22.
- 3.12 The recommissioning of the residential and nursing framework has been re-started with the procurement process expected to commence in early summer 2021. This sector had been heavily impacted by the pandemic and the current focus is providing ongoing support to the sector.

Priority Four update: Contract Management and Financial Administration Services

- 3.13 The work on reviewing and developing a proportionate risk based contract management approach was initially diverted to focusing on supporting providers with the early stages of the pandemic.
- 3.14 As resource has moved back, focus has been on provider sustainability as the financial implications of the pandemic are felt by the social care market.
- 3.15 Processes are being reviewed and new approaches adapted to take on board learning from the pandemic and how this will shape contract management in the future.
- 3.16 A review of the financial administration current processes and procedures is underway which aims to enhance the use of digital systems to automate and streamline processes.

Priority five update: Market shaping, facilitation and sustainability

- 3.17 It is recognised that the COVID-19 pandemic has had a significant impact on the shape and sustainability of the care and support sector market which will last well beyond the end of any social restrictions. The department has led on providing resources and financial support to the sector to maintain providers throughout the stages of the pandemic so far. This work is regularly reviewed to ensure the Council is providing the right support at the right level to promote sustainability and mitigate the risk of provider failure. Significant work will be required over 2021/22 to understand if and how future need and demand has shifted in the longer-term as a result of the pandemic.

- 3.18 A significant and positive outcome of the pandemic has been the development of a closer and more co-productive working relationship between the Council and the independent sector care market. The links forged will continue to be nurtured.
- 3.19 The [Market Position Statement](#) was published over the summer setting out the current state of the social care and support market in Bradford, and how the department intends to work with the market in the future.

Development of the Commissioning, Contract Management & Quality Assurance team

- 3.20 The Council's proposed Financial Plan and Budget for 2021/22 includes £500,000 to improve commissioning of services for vulnerable adults. If approved, this funding will be used to expand and develop the commissioning, contract management and quality assurance work carried out by the team. There will be a particular focus on increasing joint working with the CCG and other partners in the Bradford Health and Care System.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Commissioning activity is undertaken in line with Contract Standing Orders. Budgets are set in each area of the department and financial and performance monitoring routinely takes place. There is no direct impact on the budget but as the commissioning strategy and intentions are embedded, specific monitoring will take place to ensure that the spend remains within budget.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Each commissioning project is managed by a team that includes commissioners, operational, finance, procurement and legal staff. To manage activities and timescales there is a formal project plan, which includes a risk register and a communication plan which is monitored by the project team.
- 5.2 The project team reports progress to the Assistant Director and the departmental management team. Jointly commissioned projects report to the relevant joint boards.

6. LEGAL APPRAISAL

- 6.1 All procurements will be carried out in accordance with Contract Standing Orders.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

7.1.1 Each commissioning project will take into consideration what contribution services can make towards achieving sustainability strategies in the District.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

7.2.1 Providers of commissioned services will be required to support the Council's commitment to reduce CO2 emissions through the standard contracting arrangements it enters into with Council.

7.3 COMMUNITY SAFETY IMPLICATIONS

7.3.1 There are no community safety implications arising from this report.

7.4 HUMAN RIGHTS ACT

7.4.1 The Human Rights Act 1998 provides a legal basis for concepts fundamental to the rights of people. The fundamental rights include rights that impact directly on service provision in the health and social care sector.

7.4.2 Where services are commissioned, providers of services will be required to comply with the Human Rights Act through the contracting arrangements it enters into with the Council.

7.5 TRADE UNION

7.5.1 Future changes in commissioned service may change the roles of staff and offer new and different opportunities to work together.

7.5.2 The proposed increased investment in Commissioning will result in changes to the structure of the Commissioning team will require involvement and consultation with Trade Unions.

7.6 WARD IMPLICATIONS

7.6.1 There are no direct implications in respect of any specific Ward.

7.7 IMPLICATIONS FOR CORPORATE PARENTING

7.7.1 The implementation of an adult social care commissioning strategy and intentions will have positive implications for corporate parenting. The Council's ability to fulfil its legal and moral duty to safeguard and promote outcomes for its Looked after Children, will be considered in the detailed commissioning intentions.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

- 7.9.1 A full Privacy Impact Assessment will be undertaken to determine specific areas of UK General Data Protection Regulation (UK GDPR) and information security as part of the commissioning process. It is recognised that the potential for transfer of personal data might be significant when commissioning and procuring services.
- 7.9.2 There may be a need for partner agencies to share data however this would only be with the express permission of individual affected in the full knowledge of why and what it would be used for. UK GDPR principles relating to any individual's data and rights under the Data Protection Act 2018 will be respected.

8. NOT FOR PUBLICATION DOCUMENTS

- 8.1 None

9. OPTIONS

- 9.1 As this report is for information only there are no options which can be listed.

10. RECOMMENDATIONS

- 10.1 That the Committee note the report

11. APPENDICES

- 11.1 Appendix 1 Health & Wellbeing – (Adult Social Care) Updated Commissioning Intentions

12. BACKGROUND DOCUMENTS

- 12.1 Health & Wellbeing – (Adult Social Care) Commissioning Strategy and Intentions 2019-2021
<https://bradford.moderngov.co.uk/documents/s27380/Hlth26SeptDocG.pdf>
<https://bradford.moderngov.co.uk/documents/s27381/Hlth26SeptDocGAppendix%201.pdf>
<https://bradford.moderngov.co.uk/documents/s27382/Hlth26SeptDocGAppendix%202.pdf>