



Item No. 15

Meeting Date Wednesday 20th September 2017

Glasgow City Integration Joint Board

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**GLASGOW HEALTH AND SOCIAL CARE PARTNERSHIP
COMMISSIONING WORKPLAN 2017/18**

Purpose of Report:	To notify the Integration Joint Board of the key work activities of the Health and Social Care Partnership (HSCP) Commissioning Team in 2017/18.
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Recommendations:	The Integration Joint Board is asked to: <ul style="list-style-type: none">a) note the content of this report;b) approve the extended provider framework agreement for a further twelve months from 30.01.2018; and,c) direct the Council and Health Board to implement the key areas of work as outlined in the workplan.
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Relevance to Integration Joint Board Strategic Plan:

This report contributes to the IJB Strategic Plan by outlining the planned work activity of the Commissioning Team in relation to purchased service provision. This work is required to support successful delivery of the IJB Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Covers all National Health and Wellbeing Outcomes
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Personnel:	Development of the HSCP Commissioning and Procurement Team has progressed throughout the past year and is summarised within the body of the report.
Carers:	Carers services are referenced within body of the report.
Provider Organisations:	This report details planned work which includes activity in relation to purchased service provision.
Equalities:	No direct impacts arising from this report, EQIAs are conducted in relation to specific tenders within the project management of each tender.
Financial:	The total current annual procurement spend across all aspects of HSCP purchased service provision is £327,576,247 across care groups.
Legal:	Support from legal services is engaged in the process of developing tender specifications.
Economic Impact:	Contracts for delivery of health and social care services in Glasgow can support the city economy where contracts are awarded to locally based organisations and staff working for provider organisations live within the city.
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	There are risks associated with externally commissioned health and social care services, however these are actively managed through robust contract management procedures in place within the Council and Health Board.
Implications for Glasgow City Council:	Potential requirement for input from corporate legal and procurement colleagues to support tendering and contracting activity.
Implications for NHS Greater Glasgow & Clyde:	Potential requirement for input from corporate legal and procurement colleagues to support tendering and contracting activity.

Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	✓

1. Purpose of Report

- 1.1 To notify the Integration Joint Board of the key work activities of the Health and Social Care Partnership (HSCP) Commissioning Team in 2017/18.

2. Background

- 2.1 The total current annual procurement spend across all aspects of HSCP purchased service provision is £327,576,247 across the care group sections outlined below:

- Disabilities: £62,415,833
- Adult Mental Health: £13,917,284
- Health Improvement £7,400,000
- Vulnerable Children, Families & Adults £98,659,000
- Older People & Physical Disabilities £145,184,130

3. Commissioning and Procurement Plan 2017/18 Update

The following sections were included in the action plan approved at the Integration Joint Board on 21st May 2016. The following is an update on progress with those actions.

3.1 Interface with GCC and NHS GGC

All of the actions outlined in this section of last year's report have been progressed and are being further strengthened following the council's successful evaluation under the Procurement Commercial Improvement Programme (PCIP) in which the Partnership's procurement practice was viewed as amongst the best in Scotland.

3.2 Development of HSCP Commissioning and Procurement Team

In the last year some progress has been made with Commissioning managers all successfully completing CIPFA approved accredited courses.

Specific training was sourced from Scotland Excel on the implications of the Procurement Reform (Scotland) Act 2014 and Procurement (Scotland) Regulations 2016 which was attended by Commissioning staff.

The Partnership has committed to a joint approach to training with the council's Corporate Procurement Unit and the Partnership's Learning and Development unit will be at the heart of this development.

The HSCP Performance Review process has continued as a key element of the Contract Management Framework governance arrangements. Implications for this from the Proof of Concept were reported to the Integration Joint Board on the 21st June 2017.

3.3 Development of Relationships with the Provider Sector

The Partnership has established a wider engagement strategy which includes approaches to engagement with providers.

In the Homelessness, Criminal Justice and Addiction areas of work detailed co-production has been established into the setting of strategic objectives, services specifications and procurement routes for the tender activity outlined in this report. A similar approach will be adopted with Children & Families providers in relation to implementing the Family Support transformational change agenda.

A report on the development of our approaches to Outcomes and Input based commissioning arising from the Proof of Concept has been reported to the Integration Joint board on the 21st June 2017.

3.4 Homelessness Alliance Commissioning

In January 2017 the IJB approved the development of a joint commissioning approach within a strategic partnership arrangement for the establishment of a Homelessness Alliance. Over the past 6 months a co-production approach has been developed with key stakeholders, including those with lived experience to identify the model of Alliance to be created to deliver transformational change for Glasgow's homelessness service provision, with a focus on improving outcomes for service users.

The preferred approach is to seek bids through an open tender from pre-formed groups of interested providers to work with the HSCP to form the Glasgow Alliance to End Homelessness. This will enable interested parties to seek out like minded partners with whom they can develop open and transparent working relationships and reflect a cross-section of skills experience, knowledge and expertise, prior to submitting a collective bid to become Alliance partners. Research evidences that this model has the greatest chance of success in practice, rather than one where the HSCP selects individual organisations via a tender process and puts them together to form the Alliance post award.

Work is ongoing to develop the tender specification and new contracting arrangements for this innovative model of working and it is intended that the Invitation to Tender be issued in November 2017.

3.5 Tender Activity

Social Care Framework Agreement 2015: Value up to £228 million over 3 years

Significant work has been undertaken in relation to moving pre-existing business onto the framework agreement, including the development of proportionate review pathways to support the transition of business and application of framework rates.

This sector has been substantially impacted by recent legal rulings and national policy decisions resulting in well documented cost pressures and service sustainability issues. The Framework will be live until 30.01.2018 thereafter the HSCP has to decide whether

to extend the framework by 12/24 months. The contract requires that Providers receive 3 months' notice of the HSCP's decision to extend or terminate the framework. The recommendation of officers is that in order to provide continuity and certainty for provider organisations at this stage, the Framework is extended for a further twelve months.

Fostering Framework: Value £45 million over 3 years

Implemented and progressing well, there has been a reduction in the number of places purchased, resulting in lower contract value projection. Contract not due for review until early January 2020.

National Care Home Contract: Value £210 million over 3 years

The HSCP is committed to replacing the NCHC construct with a procured approach to this area of HSCP business. The options are either as part of a Scotland Excel consortium, a consortium of local Partnerships or as a single Partnership. Options appraisal continues and will be reported in due course to the integration Joint Board for consideration and approval.

Addiction Community Recovery Service: Value £6 million over 3 years

Fully implemented and the contract will be formally reviewed towards the end of 2019.

Addiction Residential Rehabilitation and Move On services: Value £3 million over 3 years

Coproduction review ongoing with providers with a view to retender or redesign in the current financial year (17/18).

Mental Health Supported Accommodation: Value £26.4 million over 3 years

There is a phased de-registration of services underway as part of the transformational change process. The HSCP made the decision to re-configure these services for the timebeing to allow time for the Mental Health Strategy to be developed and the future role and function of Mental Health supported Accommodation to be defined within integrated Health and Social Work services. Once the strategy is in place the HSCP will make a decision about any requirement to tender these services.

Mental Health Early Intervention services: Value £3.6 million over 3 years

Service Review to be conducted via the Contract Management Framework with a view to procurement options being decided in April 2018.

Mental Health Service User/Carer Involvement: Value £0.612 million over 3 years

NHS Contract - This contract was issued for 3 years and is due for a review and decision made about its future in 2019. (NHS Contract)

Mental Health Integrated Services: Value £2.7 million over 3 years

Service Review to be conducted via the Contract Management Framework with a view to procurement options being decided in April 2018.

Advocacy Services: Value; £2.7 million over 3 years

Tendered 2016 and contract put in place for 3 years. Decision needs to be taken about continuation of service and procurement route in late 2018. (NHS Contract).

Employability/Vocational Rehabilitation Services (Mental Health): Value £1.4 million over 3 years

Contracts are due for review and renewal by March 2018. Extension possible until March 2019 (NHS Contract).

Homeless Services: £16.5 million over three years

Phase 1 of transformational change agenda completed 2016/17:

Homeless Outreach Service tendered and implemented March 2017 and due for review Dec 2019 for decisions about its future beyond 2020 (£5m p.a.)

Private Rented Sector service tendered and implemented May 2017 and due for review Dec 2020 (£441,501 p.a.).

Addiction Counselling Services: Value £900k over 3 years

Currently out for tender with award of business anticipated in the current financial year.

Addiction Residential Rehabilitation and Move On services: Value £5.4 million over 3 years

Co-production review ongoing with providers with a view to retender or redesign in the current financial year.

National Secure Care Contract: Value £4.5 million over 3 years

Scotland Excel contract established and being used, GCC service usage has significantly reduced in past 12 months-reflected in reduction of projected contract value over 3 years. This not therefore scheduled for further HSCP procurement exercise.

Health Improvement: Value £7.1 million over 3 years

Existing arrangements continue with only planned significant change related to future procurement of the now mainstreamed ICF funded projects.

Intermediate Care: Vale £10.5 million over 3 years

Tender exercise completed and services established. Review scheduled for late 2019 to determine future of services and further procurement requirements.

Carers Tender: Value £3 million

Fully implemented and services up and running. Subject to review and possible tender 2018.

NHS Partnership Beds: Value £30 million

Renegotiation of contracts ongoing and requirements will be factored into considerations in respect of procured alternative to National Care Home Contract referred to elsewhere for which proposals will be delivered for implementation in 2018.

4. Planned Commissioning and Procurement Activity 2017/18

The following is a description of key commissioning and procurement activity scheduled through 2017/18. The key procurement work areas are summarised in Appendix 1.

4.1 Disabilities and Mental Health – cross cutting activity:

In addition to the procurement activity described in Appendix 1, disabilities and mental health commissioning will support the adult services strategic and operational leads and contribute to the transformational change process in the following key ways:

- Delivering the contract management function in relation to purchased providers on behalf of the HSCP
- Reviewing the 2015 Social Work Framework Agreement, developing an agreed procurement plan going forward and implementing it.
- Delivering the Commissioning Pathway Review Process
- Developing commissioning and procurement plans for areas of legacy business as required
- Supporting the achievement of agreed efficiency savings e.g. by contributing to reviews of aspects of purchased services.

4.2 Disabilities Specific Work

- Contributing to the development of the Learning Disability Strategy and putting in place commissioning and procurement strategies to support it.
- Supporting the development of future strategy for extremely complex people and commissioning new service models where required e.g. service development for Tier 4 hospital patients and complex young people moving from Children's to Adult services.
- Contributing to the development and delivery of the Technology Enabled Care Strategy with particular focus on alternatives to sleepover models of care.

4.3 Mental Health Specific Work:

- Contributing to the development of the Mental Health 5 Year Strategy and developing appropriate commissioning and procurement strategies to support its delivery.
- Progressing the agreed de-registration of Supported Accommodation and delivering significant savings associated with it.
- Progressing plans for the creation of modernised, recovery focussed supported living services.
- Leading work on further review/ re-configuration/savings in relation to Purchased Services as required.
- Contributing to the review of specific service areas such as the review of mental health rehabilitation provision.
- Contributing to strategy and any future service development in relation to adults under 65 with complex cross care group needs.

4.4 Health Improvement

Financial position: £7.4m of expenditure through Health Improvement in 2016/17, of which £1.3m was for hosted provision across NHS Greater Glasgow and Clyde. There is a need to continue to consider the relationship between the Glasgow City HSCP and the wider health board area.

Of £6.1m expenditure in 2016/17 within Glasgow City, £1.2m is from fixed term income, £352k of which has been confirmed as ending in March 2018. Fixed term income is used for staff and contracts and a remodelling of services to accommodate the known reductions is underway.

The Transformation programme of the ICF has been reduced to £650k for this year and next. A review of the 32 projects funded through this fund has been undertaken and funding decisions are required moving forward. A fund management commissioning process is being put in place.

4.5 Older People and Physical Disabilities

Critical task of commissioning and procurement to support the following strategic plans:

- Reshaping Care for Older People: A Programme for Change 2011-2021 (2009)
- 2020 Vision (2011)
- Joint Strategic Commissioning Plan 2012/13
- NHS Continuing Care (2015)
- HSCP Telecare Strategy (2017)

In addition there is a need for coherent commissioning and procurement of the current NCHC and continuing care beds as a Partnership approach.

Contract and performance management of the Service Level Agreement with Cordia

and management of this in the context of council applied corporate savings.

A review of the Telecare Service Level Agreement with Cordia will be required in order to reflect any changes introduced as a result of the Telecare Strategy work which is now underway.

Impact of review of Framework Agreement 2015 on supported living strategy.

There will be a requirement to monitor the introduction of remodeled services delivered by housing support providers to ensure that they meet the HSCP's strategic outcomes.

4.6 Children and Families

Commissioning staff need to support the transformational change agenda by assisting the strategic and operational leads to:

- Shift the Balance of Care:
 - By maintaining and supporting creation of new Family Support Services
 - Support the continued reduction of high cost purchased placements
 - Support the Continuing Care accommodation & support services redesign agenda
 - Maintain and introduce new Kinship Care & Intensive Accommodation Support Services.
- Introduce New Purchasing Frameworks:
 - Co-production approach with providers / key stakeholders to establish a Framework agreement for Family support Services
 - Support the National Secure Care Service redesign agenda
- Support Cross-Care Team Service Planning / Design and Delivery:
 - Support the work helping Young People in Transition to outcome focussed destinations which manage risk
- Joint review (CF & Addictions) Cordia CAPA Children affected by Parental Addiction service

4.7 Criminal Justice

Commissioning staff are supporting the transformational change agenda by assisting the strategic and operational leads to:

- Manage the interface with Criminal Justice Agency.
- Establish Flexible purchasing Framework and Outcome based commissioning approach.
- Complete a Service Modernisation Agenda for Accommodation support services

Community Sentencing / alternative to custody services.

- Reducing re-offending approaches: direct / purchased services roles

4.8 Homeless Services: £200 million over 10 years

Commissioning staff are supporting the transformational change agenda by assisting the strategic and operational leads to:

- Deliver an Alliance Commissioning approach across all purchased service activity.
- The Alliance will design and deliver a transformational change agenda for purchased services including delivering any savings requirements yet to be determined
- Embed co-production as an approach in strategic planning and delivery.
- Implement a formal strategic alliance partnership as a new approach to this.
- Grow private rented sector accommodation capacity.
- Support the work of the housing 1st Transition Fund.
- Support planning for vulnerable adults with complex needs which deliver short/medium term solutions through a transition agenda across care groups.
- Support Homelessness services – Street Services / City Ambition Network review to improve joint approach across care groups.

4.9 Addictions

Commissioning staff are supporting the transformational change agenda by assisting the strategic and operational leads to:

- Pursue the Co-Production Approach Embedded in ADP Strategic Agenda.
- Continue to support development of Community Recovery Hubs.
- Support the review and redesign agenda following on from the review of Residential rehabilitation Services.
- Support the review and redesign of Crisis / Emergency Services: Integrated service approach.
- Support the Safer Consumption Project.
- Support Recovery & Harm Reduction service priorities.

5. Recommendation

5.1 The Integration Joint Board is asked to:

- a) note the content of this report;
- b) approve the extended provider framework agreement for a further twelve months from 30.01.2018; and,
- c) direct the Council and Health Board to implement the key areas of work as outlined in the workplan

DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	200917-15-a
2	Date direction issued by Integration Joint Board	20 September 2017
3	Date from which direction takes effect	20 September 2017
4	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	All health and social care services
7	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the key areas of work as outlined in the HSCP Commissioning workplan 2017-18
8	Budget allocated by Integration Joint Board to carry out direction	As advised by the Chief Officer: Finance and Resources
9	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
10	Date direction will be reviewed	September 2018

HSCP Commissioning Team Work Plan 2017						
Lead Care Group Team	Activity	Outcomes	Lead	Principal Officer	Timescales	Comments
Older People 24 Hr Team	NCHC Options Appraisal	Decision re future approach to purchasing required care home placements.	James Thomson	Stephen McGinley	Sep-17	To be completed.
Older People CS Team	Review of Housing Support (£1m saving)	Re-direction of resource and service model to support older people with more complex needs	James Thomson	Michael Gillespie	Apr-17	In progress, savings achieved.
Older People 24 Hr Team	Intermediate Care Tender	Deliver tender and secure 90 beds for Intermediate Care within the city.	James Thomson	Stephen McGinley	May-17	Tender successfully delivered.
Older People 24 Hr Team	HSCP NHS Purchased Beds Contract Review	Ensure appropriate contracts in place.	James Thomson	Stephen McGinley	Apr-18	Currently underway.
Younger Adults	2015 Framework Agreement Options Appraisal	Decision re possible extension of current Framework Agreement.	Debbie Miller	Paul Nolan	Sep-17	Paper under development.
Younger Adults	Mental Health Early Intervention Services	Decision re future approach.	Debbie Miller	Lynn MacPherson	Apr-18	CMF review to be completed by Jan 2018. Timing of future procurement to be in line with development of MH 5 year strategy.
Younger Adults	Mental Health Integrated Services	Decision re future approach.	Debbie Miller	Lynn MacPherson	Dec-17	CMF review to be completed by Jan 2018. Timing of future procurement to be in line with development of MH 5 year strategy.
Addictions	Addiction Counselling Services	New contracts in place.	Pat Coltart	Angela Dowdalls	Apr-18	Tender underway.
Addictions	Addiction Rehabilitation and Move On Services	Decision re future approach.	Pat Coltart	Angela Dowdalls	Apr-18	Co-production review ongoing with providers.
TBC	Health Improvement	Fund management / Commissioning process to be put in place in respect of this business.	TBC	TBC	TBC	

Lead Care Group Team	Activity	Outcomes	Lead	Principal Officer	Timescales	Comments
Younger Adults	Shared Lives tender	Appropriate contractual arrangements in place.	Debbie Miller	Paul Nolan	Oct-17	In progress
Younger Adults	Tier 4/robust services for very complex people	Alternative social care services to replace continuing care in hospital	Debbie Miller	Paul Nolan	TBC	Require confirmation of financial framework and strategic direction on model of service
Addiction	Residential & move-on (this could be 1, 2 or 3 tenders)		Pat Coltart	Angela Dowdalls	Spec – September 17 Concluded – new financial year 18/19	<ul style="list-style-type: none"> • Ongoing work to identify future models • Decision re. Options – 1 tender, 3 tenders or phased approach • Delay with SU survey – timeline may need to be changed to October 17
Homelessness	Alliance Tender		Pat Coltart	Angela Dowdalls	Spec – October 17 Concluded new financial year 18/19	<p>Ongoing work to develop technical specification</p> <p>Co-production activity</p> <p>Timeline may need to be changed to allow for governance, legal and IJB sign off – November 17</p>
CJ	Framework Tender		Pat Coltart	Catherine Grant	Spec – september 17 Concluded new financial year 18/19	<p>Ongoing work to develop technical specification</p> <p>Wider discussions re. Budget and services in scope, Confirmation of ALEO Role re future services.</p> <p>Timeline Oct/Nov.</p>
C&F	Kinship care tender		Pat Coltart	Catherine Grant	October 17	Work on going to develop technical specification, September Timeline ITT
C&F	Family Support Tender		Pat Coltart	Catherine Grant	May 2018	Underway - Multi-agency working group to be developed to determine scope of requirements for tender 2018/19