



Item No. 15

Meeting Date Wednesday 10th October 2018

Glasgow City Integration Joint Board Finance and Audit Committee

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PURCHASED SERVICE REVIEW ACTIVITY 2017/18

Purpose of Report:	To advise IJB Finance and Audit Committee of work activity of the HSCP Commissioning Team in respect of service reviews during 2017/18.
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Background/Engagement:	Service review is an activity carried out in relation to service provision that the HSCP purchases and is detailed within the Contract Management Framework. The activity detailed in this report has been carried out in conjunction with the relevant service providers and other stakeholders.
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Recommendations:	The IJB Finance and Audit Committee is asked to: a) note the content of this report and the relevance of the transition to the contract management console (CMC) in relation to the planning and reporting of future service review activity.
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Relevance to Integration Joint Board Strategic Plan:

Purchased service provision is central to the delivery of the IJB Strategic Plan. The effective contract management of purchased service provision, including service review activity, is essential to ensure the availability of high quality purchased service provision.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	None
Personnel:	None
Carers:	None
Provider Organisations:	This report details service review activity in relation to purchased service provision.
Equalities:	None
Financial:	There are no direct financial implications arising from this report, however it should be noted that service review activity can impact on the financial framework of purchased service provision.
Legal:	There are no direct legal implications arising from this report, however it should be noted that service review activity is required where extension of an existing contract is considered.
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	None
Implications for NHS Greater Glasgow & Clyde:	None

1. Purpose of Report

- 1.1 To advise IJB Finance & Audit Committee of service review activity during 2017/18.

2. Background

- 2.1 An initial report on service review activity was considered by Glasgow City IJB Finance & Audit Committee on 6th September 2017. The report outlined that Glasgow City HSCP spend c £300m per annum on purchased service provision across Disabilities, Adult Mental Health, Vulnerable Children Families & Adults, Older People & Physical Disabilities. An element of this purchased provision also relates to Health Improvement.
- 2.2 The purchased service provision outlined above is reflected in 415 contracts with external care providers, which are subject to the Glasgow City Council Contract Management Framework (CMF) process that acts as a mechanism for contributing to the effective governance of this activity.
- 2.3 Service review activity is an element of the CMF process and can be undertaken on either a planned basis, normally in the final year of an existing contract, or on an unplanned basis at any time during the period of the contractual relationship.
- 2.4 The previous report also highlighted the planned implementation of a 'Contract Management Console' (CMC) which will provide a bespoke IT solution for the management of contracted activity, including increased functionality in respect of the planning and reporting of service review activity.
- 2.5 Implementation of the CMC commenced in April 2018 with initial transition of contract management data from the contract Log (excel spreadsheet) completed in July 2018. Further actions to support this transition are ongoing, including development of the CMC reporting function.
- 2.6 As a result of the transition process the service review activity data used for this report covers the period 31/3/17 to the date that each care team ceased using the contract Log because their data had been migrated to the CMC. As noted above the last care team data migration was July 2018, as shown in the Table 1 below.
- 2.7 It is anticipated that future reports will be based on data from the CMC.

3. Service Review Activity 2017/18

- 3.1 It was noted at IJB Finance & Audit Committee on 6 September 2017 that not all contracts will be subject to a service review during the lifetime of the contract. Table 1 below outlines the total number of contracts for each care group and the number that would be expected to be subject to a review at some point during the lifetime of the contract.

Table 1

Care Group	Date of migration to CMC	Contracts	Contracts where Service Review likely	Comments
Disabilities	6/7/18	44	44	
Mental Health	4/4/18	36	36	
Community Services	24/5/18	84	84	The number of contracts has now reduced as a result of the review of Housing Support
24 Hr	4/4/18	139	26	A significant number of contracts which are issued on an annual basis
Addictions	18/5/18	16	16	
Children & Families	22/5/18	34	4	Includes contracts from external frameworks etc where GCC would not service review
Homelessness	18/5/18	62	62	
TOTAL		415	272	

3.2 Service review activity within the reporting period is shown in Table 2 below.

Table 2

Care Group	Unplanned Reviews	Planned Reviews	Total Review activity recorded during the period	% of Contracts Reviewed
Disabilities	1	13	14	32%
Mental Health	0	11	11	30.5%
Community Services	0	39	39	46%
24 Hr	5	2	7	27%
Addictions	0	2	2	12.5%
Children & Families	0	2	2	50%
Homelessness	1	1	2	3%
TOTAL	7	70	77	28%

3.3 Appendix 1 provides anonymised examples of a planned and an unplanned service review that have been conducted during the period of this report.

4. Recommendations

4.1 The IJB Finance and Audit Committee is asked to:

- a) note the content of this report and the relevance of the transition to the contract management console (CMC) in relation to the planning and reporting of future service review activity.

Service Review Cases

Case 1 – Planned Service Review

Service review of this service was completed March 2018. This was carried out in compliance with the requirements of Glasgow City HSCP's Contract Management Framework and Framework Agreement.

The review assessed the following aspects of service provision:

- Demand
- Delivery of service
- Strategic relevance
- Costs and value
- Financial viability
- Contract compliance
- Staff, service user and other stakeholder feedback
- Accreditation, registration and training
- Care Inspectorate activity

In particular, the review focused on the implementation and impact of the service redesign, agreed at the previous review in 2015, and the service's compliance with the associated Service Specification.

Outcomes of the review were very positive:

- The provider had successfully implemented a short term, early intervention/prevention support service aligned more closely with PCMHT's/GP practices
- The service had successfully met all service provision targets as outlined within the Service Specification
- Evidence of a high level of throughput in the service with rapid access
- Implementation of an outcomes approach which facilitates and supports service users to access mainstream activities and enables supported individuals to move on from mental health services
- High levels of participation in group work programmes and befriending support that has the aim of moving people out of services

Following comprehensive review, it was agreed that the current support contract arrangements should be continued subject to the requirements of emerging mental health strategy, with the service provider agreeing to implement the action points where service improvements were identified.

Case 2 – Unplanned Service Review

This building based service is registered with the Care Inspectorate to support a mixed range of individuals including those with physical disability and older adults.

In 2008/9 Glasgow City Council (GCC) commissioned 24 places for younger people with complex needs.

There had been no fee rate uplift since commencement of the commissioned service.

The provider highlighted the need for a review of the fee rate and also the potential for GCC to purchase additional placements for younger people with complex needs.

As a result of these factors an unplanned service review was conducted.

The review assessed the following aspects of service provision:

- Demand
- Delivery of service
- Strategic relevance
- Costs and value
- Financial viability
- Contract compliance
- Staff, service user and other stakeholder feedback
- Accreditation, registration and training
- Care Inspectorate activity

The service review concluded that there was a consistent high demand for this specialist service indicative of continuing strategic fit and relevance and that the quality of the service was evidenced by a significant history of good Care Inspectorate reports and service user satisfaction.

Financial analysis was conducted in conjunction with GCC finance section and an appropriate fee rate identified which reflected Scottish Living Wage increases.

The service review process recommended an increase to the fee rate and continued use of this specialist service.