

<b>Committee:</b>	<b>Date:</b>
Community and Children's Services	08/05/19
<b>Subject:</b> Commissioning Update	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
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### Summary

This report provides Members with a summary of current activity, issues and priorities for the Department of Community and Children's Services (DCCS) Commissioning team.

### Recommendation:

Members are asked to:

- Note the report.

### Main Report

#### Background

1. The DCCS Commissioning team leads on the key commissioning and procurement functions for most contracts within the department. The team produces a contract register and commissioning timelines that scope out the commissioning activity required for each of the service areas. In doing so, it seeks to secure effective services and cost efficiency for the City Corporation and those who use and receive its services.

#### Current Position

#### Placements

2. 'Placements' describes the commissioning of specialist accommodation for adults or children with support needs. A new placements function is being implemented for the department, designed by a dedicated lead role. The aim is to source placements in a way that secures timely, quality and cost-effective provision.
3. A variety of commissioning activities has taken place to embed improved commissioning arrangements and secure continuing efficiencies. This work has included discussions with other local authorities to explore opportunities for joint procurement, joining frameworks and sharing information on providers.
4. The number of looked-after children placements has increased significantly in the last 12 months. As a result, the Commissioning team has reviewed existing arrangements for sourcing foster carers and semi-independent accommodation to ensure quality and value for money. A retained assessment bed option is being explored, and an approved provider list is under development.
5. Following a peer review of the Department's commissioning for adults (see

below), work is being undertaken by the Commissioning team to ensure that high quality residential provision is being secured at the best value to the City Corporation. This includes analysis of spend across client groups and providers, and benchmarking against London local authorities.

### **Commissioned Services:**

#### ***Early Intervention and Prevention Services***

6. Early intervention and prevention services for adults living in the City have undergone a wholesale redesign and extensive tendering process. Such services aim to support independence and self-direction in the community.
7. Services for carers, young carers, and people who are socially isolated, and for care navigation hospital to home are being delivered from 1 April 2019 by Age UK East London. They will act as the lead provider delivering a care co-ordinator service, trained befrienders and a volunteer handyman service for adults. They will also work in partnership with the existing City Memory Group's Forget me Not project which provides activity sessions for people with dementia, and their carers.
8. A standalone information portal/website will link communities together, provide access to information and advice to support self care, and help people connect with each other and with services.
9. Southwark and Camden Councils were appointed from April 2019 to deliver City Community Care Call and Response. This service supports people to stay in their homes using telecare alarms, call monitoring, call handling and rapid response services. Camden will provide the services within the Square Mile and the City of London Sheltered Housing in Islington. Southwark Council will provide the services in the City of London's Sheltered Housing in Lambeth and Southwark.
10. From 1 April 2019 Barrie Bookkeeping Services will offer the City Community Finance service, which supports people to manage their financial support planning, and helps them to employ personal assistants and manage appointments. At the same time we have commissioned a new provider (Medequip) to provide equipment and aids to support independence in the home.
11. This reconfiguration and recommissioning contracts will deliver savings based on current usage of £37,000 (12%) while providing a higher level of service delivery.

#### **Substance Misuse (Square Mile Health)**

12. The recommissioning of a new substance misuse service has begun. Stakeholder, provider and user consultation has been completed and a new service specification is currently being drafted. The current procurement timetable will see a new provider appointed in January 2020, with a new service live from October 2020. It is proposed that smoking will no longer be part of the integrated service and the Commissioning team are exploring alternative arrangements to deliver effective impact and value for money.

#### **Leisure Services**

13. Performance of the leisure management contract and sports development contract with Fusion has improved. The Commissioning team have acted as facilitator between the provider and housing maintenance teams to address some of the building issues that have affected the service. The number of complaints received has reduced

significantly. The Commissioning team are continuing to monitor and ensure that necessary repair works at the centre are completed.

14. In response to local demand, a new boxing club for young people has been introduced at Golden Lane Sport and Fitness Centre.

## **Youth Services**

15. Since January 2019, delivery of youth services provision across the square mile has increased. Services commissioned with the London Borough of Tower Hamlets have been expanded to include work with young women and holiday provision. New services in Golden Lane Community Centre have been commissioned with City YMCA. Contract monitoring data has demonstrated a steady increase in the participation of young people accessing youth services. One recent session in Golden Lane attracted 37 young people. Commissioners continue to build the offer for young people in the City.
16. The Commissioning team recently commissioned publicity for an Easter programme of youth activities available free for young people. The Easter brochure was distributed across estates, libraries, schools and social media. Members also received a copy of the brochure. Plans are underway to produce the summer brochure with colleagues in the Family and Young People's Information (FYI) Service.
17. The Commissioning team facilitated a site visit and consultation with young people for the new Portsoken Community Centre.
18. The Commissioning team is currently seeking feedback and views on youth services via the online Survey Monkey service. The link to the survey has been publicised on the Easter brochure and through residents' forums.

## **Healthwatch**

19. Section 130 of the Health and Social Care Act 2012 requires each local authority to have a local Healthwatch. The Healthwatch service must be run by an independent social enterprise and work with communities to influence commissioners to design and provide better health and social care services.
20. Hackney Healthwatch won a competitive tender to provide a three-year service to support the Healthwatch City of London Board in April 2018.
21. Members will be aware from previous committee reports that Hackney Healthwatch experienced a number of issues that impacted on their ability to fully support the contract. The City of London Corporation worked with the provider to identify improvements in the service and provided additional support. After almost a year of working together, both Healthwatch City of London and Healthwatch Hackney Boards concluded that, while there are many benefits to working together, Hackney and City residents, workers and patients would be better served through Healthwatch delivery that can focus on the key priorities within each local area. A joint decision was made by both parties to amicably terminate the contract at the end of May 2019.
22. A work plan has been developed with the support of Healthwatch England to ensure that current projects will continue uninterrupted and that the handover of the contract can take place as smoothly as possible. Commissioners have been working closely with the Healthwatch City of London Board to consider options post May 2019.

## **Time credits**

23. The City of London has used time credits to encourage volunteering within the City for a number of years. Time credits are a way of recognising the valuable voluntary work people do in their communities – one time credit can be 'earned' for every hour that is volunteered. The time credit can then be 'spent' at a number of places and activities across London. Since time credits started in the City, more than 1,200 people have earned over 38,000 time credits, and almost 600 people are actively in receipt of time credits on a regular basis.
24. During December 2018, Tempo Time Credits (formerly Spice) launched a time credit gifting campaign to encourage people to donate and offer their spare time credits to a worthy cause. They found that a number of groups already regularly donate. Examples include: the City Parent Carer Forum and Age UK donating to the Garden School in Hackney which support kids with autism; Toynbee Hall group donating to English Martyrs Primary School in Tower Hamlets; and Friends of City Gardens donating to Prior Weston Primary School. Other members also regularly 'gift' their time credits to friends and neighbours.
25. The 2018 impact assessment reported that those receiving time credits are happier and healthier: 49% never or rarely volunteered before receiving time credits, and 47% can afford to do more things.

## **City Living Wise**

26. Reed Momenta have been delivering this service since October 2016, comprising health checks, exercise on referral, and weight management services. While performance is failing to meet the contract KPIs, the number of health checks offered and taken up compare favourably against other London Boroughs. The Commissioning team is exploring options to recommission each of the service elements to sustain provision, with the aim of addressing the poor performance issues.

## **East London NHS Foundation Trust (ELFT) – Mental Health Step Down Support Service**

27. At the meeting in April 2018, Members of this Committee approved the extension of the Mental Health Step Down Support Service contract held with ELFT until 31 March 2020, with an option to extend for a further year until 31 March 2021.

## **Adults Commissioning Peer Review**

28. In March 2019, the department underwent a peer review by an independent team made up of senior officers from different London boroughs. The review was part of the London Association of Directors of Adult Social Services (LondonADASS) programme of peer reviews. The focus of the review was on the commissioning of adult services, and the department's ability to meet current and future strategic and operational challenges. More than 25 meetings, interviews and visits took place across three days with a variety of stakeholders, including:
  - City of London Commissioning team
  - Service users and carers
  - Providers of commissioned services
  - Adult Social Care team, Service Managers
  - City of London managers from Public Health, Finance, Procurement, Libraries and Housing

- City of London Corporation Council members
- City and Hackney Clinical Commissioning Group
- London Borough of Hackney.

29. In their concluding presentation the Peer Review team emphasised the consistent and excellent feedback they received about staff working for the Corporation and identified strengths and opportunities for improvement:

#### Strengths

- Strong and clear leadership from Members and officers
- A genuine commitment to excellence and supporting residents to be independent and have better outcomes
- Strong relationships across the system and good partners who want to do things well and differently.

#### Opportunities

- Clarifying our commissioning strategy and commissioning intentions
- Developing our value for money approach
- Introducing more systematic approaches to contract management and data.

30. Following the peer review, the Commissioning Team are developing an Action Plan in response to the feedback received and will explore ways to build on the strengths highlighted by the review.

### **Partnership Working**

31. The team is currently undertaking a joint procurement exercise for Short Breaks provision with the London Borough of Hackney. It has also supported the City Corporation to join a regional adoption agency with other boroughs for the procurement of a new adoption contract. Options to work with Camden and Islington are currently being discussed for the procurement of transportation for people with special educational needs and disability (SEND). The Commissioning team have also worked with City Procurement colleagues to explore options of frameworks with the Crown Commercial Service.

32. At a strategic level, the team is working with colleagues in the City and Hackney Clinical Commissioning Group and London Borough of Hackney to inform the development of the commissioning plans and approaches of the Integrated Commissioning Board.

### **Risks and Challenges**

33. The condition of Portsoken Health and Community Centre and restrictions on the design of Golden Lane Community Centre have presented challenges for providers delivering youth services. The Commissioning team has been supporting the commissioned Design team for the new Portsoken Community Centre, to advise on learning from the challenges experienced.

34. Our commissioned service with London Borough of Hackney for the delivery of our out-of-hours service has been affected by challenges with IT access to City of London systems. An Action Plan has been created to resolve the access issue.

35. The portfolio of contracts and service areas the commissioning team supports has increased significantly.

## **Corporate & Strategic Implications**

36. Outcomes-based specifications and Key Performance Indicators are being developed to meet the outcomes and priorities stated in the Corporate Plan and DCCS Business Plan (2017–2022), as well as the Department's outcomes framework and Children and Young People's Plan.
37. The Corporation's 2% efficiency savings target is considered in all procurement and service re-commissioning.
38. Commissioning intentions for public health and adult social care services are being developed with consideration of the Integrated Commissioning agenda. The DCCS has representation on the five Integrated Commissioning work streams and holds internal Integrated Commissioning group meetings.

## **Conclusion**

39. The department's Commissioning team continues to develop a more strategic approach to commissioning and effective partnership working. It is also managing a wide range of contracts and robustly tackling poor performance. The team remains committed to securing more integrated, effective and efficient service delivery.

## **Appendices**

- None

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