

Committee:	Dated:
Community and Children's Services	13/12/2019
Subject: Commissioning Update	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Monica Patel, Senior Commissioning Manager, Commissioning and Partnerships	

Summary

The Department of Community and Children's Services (DCCS) Commissioning team leads on the commissioning and procurement for most contracts within the DCCS. This report provides Members with an update since the last report, (which was May 2019), and a summary of current activity, issues and priorities.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

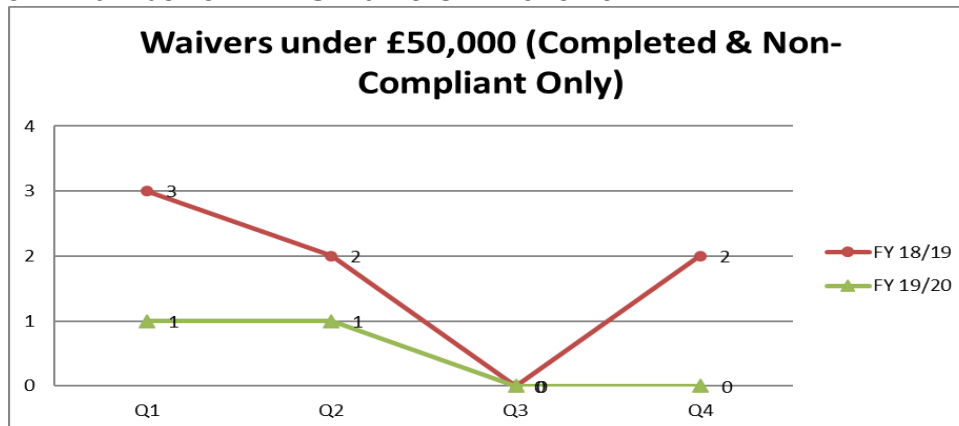
1. The DCCS's dedicated Commissioning team was formalised in 2016. The team leads on the key functions of the commissioning cycle (analyse, plan, do, review) and procurement functions for most contracts within the DCCS. The team produces a contract register and commissioning timelines that scope out the commissioning activity required for each of the service areas. In doing so, it seeks to secure both effective services and cost efficiency for the City Corporation and those who use and receive its services.
2. There is a Service Level Agreement in place between the Commissioning team and City Procurement. The Commissioning team leads on procurement activity under £100,000. City Procurement leads on tenders over this threshold.
3. The Commissioning team report on tenders over a value of £100,000 to the DCCS Category Board.

Waivers

4. The Commissioning team have been supporting the City Procurement campaign to reduce the number of non-compliant waivers across the Corporation.

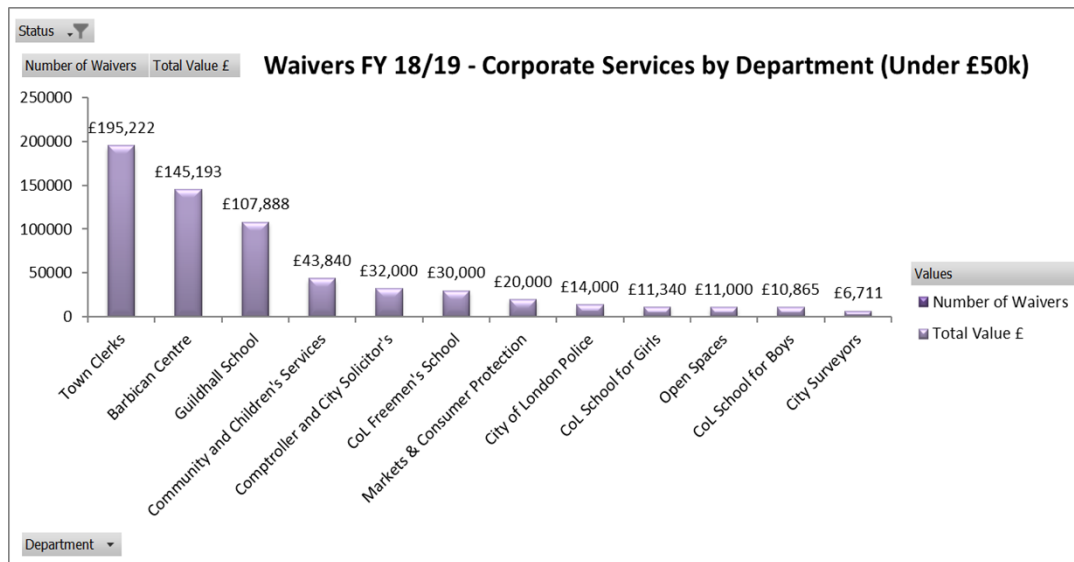
5. Since May 2019, there have been a total of 10 waivers for contracts under the £50,000 threshold: six were sole supplier waivers, two were procurement breach waivers; and two were for extension beyond expiry date waivers.
6. Figure 1 shows the reduction in the number of DCCS waivers from 2018/19 to this financial year thus far.

Figure 1: Number of DCCS waivers in 2018/19



7. Figure 2 shows how the DCCS compares to other departments for waivers under £50,000.

Figure 2: DCCS waivers for 2018/19 by department



8. For contracts over the £50,000 threshold, there have been six waivers since May 2019. These included one procurement breach waiver, three sole supplier waivers and two extension beyond expiry date waivers.
9. The Corporation target for compliant invoices is 97%. The reporting pack for October 2019 shows that the DCCS is currently exceeding the target and has 99% compliant invoices.

Commissioned Services

Children's Placements

10. Significant work has been carried out to secure high-quality and best value accommodation for looked-after children. A new accredited list of semi-independent providers has been developed. Joint visits are conducted between the Commissioning team and Quality Assurance to each provider. Comprehensive reports on each provider are shared with the Children's Social Care team.
11. Annual reviews are conducted on all placements. Following feedback from social workers or young people about safeguarding concerns, a provider can be removed from the accredited list.
12. The Commissioning team has established a new children's placement panel. The panel supports the commissioning process and allows commissioners and social workers to share information and feedback on individual placements.
13. The team is currently working with Communications to produce a City newsletter that will be distributed to all Children's Social Care providers.
14. Benchmarking of the costs of placements shows that the Corporation does not pay more than the average weekly cost compared to other London local authorities.
15. The Commissioning team continues to explore all options to ensure that the Corporation has access to a variety of accommodation that best suits the needs of the child. For example, the Corporation joined the North East London Consortium of local authorities to successfully procure a block contract for residential placements.

Adoption

16. National policy requires all local authorities to operate their adoption services within a Regional Adoption Agency by 2020. Earlier this year, the Corporation joined the London Boroughs of Harrow and Redbridge to form London's first Regional Adoption Agency. Officers worked in partnership with other local authorities to procure adoption services and secure a six-year contract.

Special Educational Needs and Disability (SEND) School Transport

17. The Commissioning team jointly commissioned a transportation service with the London Boroughs of Camden and Islington. A framework of providers is now available for the department to procure transportation to and from school for children with SEND.

Youth Services

18. The Commissioning team gave a presentation on youth services to a

working group of DCCS Committee Members in June 2019. Since then, the team have also been working with the Lead Member for Young People to explore opportunities to enhance the City's Youth Offer.

19. Weekly youth sessions are delivered across the City's estates including; Golden Lane, Mansell Street and Middlesex Street. There is also an information, advice and guidance service and the co-ordination of the City Youth Forum. Information on all youth services and activities are advertised on the department's Family and Young People's Information (FYI) Service website.
20. All youth contracts now include delivery of holiday provision, with the exception of Christmas holidays.
21. The Commissioning team has been supporting the Task and Finish Working Group on the design of the new Portsoken Community Centre to ensure that the voice of young people has been incorporated in the design and helps to inform future commissioning of youth services.

Adult Placements

22. The Commissioning team presented to the Adults Safeguarding Sub-Committee in October 2019. The commissioning paper included detail on the type, quantity and quality of placements. The paper outlined how the team reviews quality, and addresses any safeguarding concerns or poor performance issues.

Falls Prevention Service

23. A new service is being commissioned for vulnerable adults who have had a fall, or are predicted to fall. The procurement of the service is being led by the London Borough of Hackney. Tender evaluation is due to take place in December to enable falls prevention classes for City residents to be available from April 2020.

The Approved Mental Health Professional Daytime Service

24. Approved mental health professionals (AMHPs) work on behalf of local authorities to carry out a variety of functions under the Mental Health Act. It is a statutory requirement for every local authority to ensure that an AMHPs service is always provided. The service provides assessments for individuals with mental health conditions.
25. The Corporation's AMHPs service is currently delivered in-house. Further to a commissioning process, DCCS Committee approval was granted for the service to be outsourced to the East London Foundation Trust. A new service will commence in April 2020.

Early Intervention and Prevention (EIP) Services

26. A new standalone information City Connections website – <https://cityconnections.org.uk> – is being developed to:

- promote forums, events and activities for informal carers
- link communities together and provide access to self-care and advice
- help people connect with each other and with services. A software development partner will help link the signposting to services.

27. The software behind the City Connections website provides analytics on the number of residents and City workers seeking advice and guidance, and provides information about all the services available for individuals to be signposted to. The specialist software also records the outcomes that residents and City workers want to achieve on joining the services and the outcomes at regular intervals while being supported by the City Connections project.

28. Specified contract performance data from the EIP services are reported to the lead provider (Age UK East London), who in turn presents the information to the DCCS Quarterly Outcomes Delivery Board. This Board is responsible for monitoring outcomes against the outcomes framework and progress towards the achievement of corporate and departmental objectives.

Rough Sleeping Outreach Service

29. The Rough Sleeping Outreach Service is the Corporation's primary response to rough sleeping and aims to meet the needs of those engaged in the associated street culture, as identified within the City's Homelessness strategy 2019–2023. The current service, delivered by St Mungo's, is due to expire on 31 March 2020. Commissioners have begun activities for the service to be recommissioned.

30. Recommissioning activities for the new Outreach Service include the development of a service specification that best meets the identified aims, and that is attractive to potential bidders. The commissioning approach will include both stakeholder and market engagement. Insight from these activities will ensure that the specification is market tested and deemed suitable, feasible and achievable. This will increase the likelihood of implementing a successful service that achieves value for money.

Substance Misuse (Square Mile Health)

31. The recommissioning of the new substance misuse service is in progress in partnership with Hackney Council. The new specification was developed following stakeholder, provider and user consultation. Commissioners are evaluating tender submissions in November 2019 with a view to appoint a new provider by February 2020, and for the service to begin in October 2020. A report will be presented to Community and Children's Services Committee with details of the new provider and service once the procurement has been completed.

Golden Lane Sport and Fitness Centre (Fusion)

32. Use of the Golden Lane Sport and Fitness Centre has increased during quarter two of 2019, in comparison to the same quarter in 2018. Total participation is up by 5,000 visits year on year, with an additional 93 members. Resident participation is up by 3,000 visits, and there are 38 more resident members.
33. While customer satisfaction is down by 0.2% and complaints have increased slightly since the May 2019 commissioning update, commissioners are confident that Fusion has implemented processes to improve the service. Repairs to the Golden Lane Sport and Fitness Centre roof and reception floor have been completed, along with drainage surveys.
34. With the recommissioning of the leisure service due to commence next year, the long-standing issues and lifecycle maintenance requirements of the building will need to be explored further.

Healthwatch

35. 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.
36. Following a tender process in early 2018, the delivery of Healthwatch in the City of London was awarded to Healthwatch Hackney. However, earlier this year both Healthwatch City of London and Healthwatch Hackney Boards concluded that, while there were many benefits to working together, Hackney and City residents, workers and patients would be better served through Healthwatch delivery that could focus on the key priorities within each local area. Both parties amicably terminated the contract at the end of May 2019.
37. Commissioners have worked with the Healthwatch City of London Board to develop a way forward, and Healthwatch City of London have now become a Charitable Incorporated Organisation (CIO). The Board has taken over the three-year contract to deliver Healthwatch activities in the City. New staff have been in post since September 2019 and are embarking on a series of events and familiarisation meetings in their set-up phase. The first newsletter will be circulated before Christmas and the official launch will take place on 23 January 2020 at Portsoken Community Centre.

City Advice Service

38. The City Advice Service is for all residents, workers and students within the Square Mile and tenants on City of London Housing Estates. The service offers advice on issues such as welfare benefits, debt, housing, employment rights, consumer rights and family issues. Since October 2015, Toynbee Hall has provided the service, with support from the Royal Courts of Justice, at a cost of £200,000 per year. The contract cost is jointly funded by the DCCS and Town Clerks. Recommissioning activity has commenced to shape the service in preparation for the expiry of the current contract, which will end in October 2020.

City Living Wise

39. The Integrated NHS Health Checks, Weight Management and Physical Activity Service, City Living Wise, has been replaced by three separate contracts, resulting in a significant financial saving:

- The exercise on referral service is now delivered by Fusion Lifestyle from Golden Lane Sport and Fitness Centre and provides personalised exercise support to inactive residents who are at risk of ill health.
- The weight management service is continuing to be delivered by Weight Watchers and is available to eligible City residents and workers looking to make positive behaviour change with health eating.
- The NHS Health Checks, designed to spot early signs of stroke, kidney disease, heart disease, type two diabetes or dementia, continue to be available to City residents over 40 years old at the Neaman Practice GP surgery.

40. All the new services have been mobilised and are operating. Service quality and key performance indicators will continue to be monitored by the Commissioning team.

Apprenticeship Providers

41. A new area of procurement for the team has been supporting the Adult Education and Skills team with the procurement of training providers.

Workforce Development

42. Another new area for the team this year has been the commissioning of training providers to support the workforce development training programme for the People's Directorate.

Partnership Working

43. Partnership working with other local authorities has included joint commissioning and procurement of services such as:

- joint commissioning of Short Breaks provision, with the London Borough of Hackney leading on procurement
- City Corporation forming a regional adoption agency with the London Boroughs of Harrow and Redbridge for the procurement of a new adoption contract
- joint commissioning of SEND transportation with the London Boroughs of Camden and Islington for the procurement of school transportation
- an employment support service for adults with SEND, commissioned for delivery by Surrey County Council.

44. The Commissioning team also works in partnership with other local authorities that deliver services on behalf of the Corporation. These include: out-of-hours service for Children's and Adults by London Borough of Hackney; Youth services and Youth Justice provision by London

Borough of Tower Hamlets; and Schools Admissions services by London Borough of Islington.

45. The Commissioning team recently led on the procurement of the London Children in Care Council provision on behalf of the Association of London Directors of Children's Services. The Commissioning team will be leading on the monitoring of this service.
46. The team also work with colleagues in other departments to enhance the service offer for residents. During the summer, the team worked with officers from Built Environment to offer Bikeability sessions that were funded by Transport for London. The team also works with the City of London Police in relation to youth offending services and appropriate adults safeguarding provision in the justice system.
47. 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.

Co-production

48. In support of the department's co-production agenda, all opportunities to involve service users in any part of the commissioning process is explored. Examples of co-production of services this year include:
 - facilitation of a site visit and consultation with young people for the new Portsoken Community Centre
 - involvement of a SEND parent on the evaluation of short breaks
 - a Survey Monkey questionnaire on youth services and feedback sessions with young people
 - regular consultation at community activities, such as Golden Lane Memory Group and Artizan Street Library Group
 - participation in a SEND co-production workshop
 - stakeholder involvement in the development of the children centre database.
49. The team is also planning future co-production activities with the City's Children in Care Council.

Inspection and Audits

Adults Commissioning Peer Review

50. Following the Adults Peer Review, conducted in March 2019, the Commissioning team has developed an action plan to implement key recommendations. Progress to date includes the commissioning of an additional domiciliary care provider (in response to contingency risks to previously having only one main domiciliary care provider); and the development of a placement function within the Commissioning team.

Children's Inspections

51. The Commissioning team has conducted a variety of exercises that aim to prepare the department for inspections and achieve excellence within the department. The team has contributed to mock inspections covering SEND and Children's Social Care.

Asylum Seekers Audit

52. An internal audit was conducted into the procurement of placements made for unaccompanied asylum-seeking children. The team has implemented all of the recommendations from the audit, including a review of all contracts, the development of the placements process and the creation of an accredited list of providers.

Corporate & Strategic Implications

53. Outcomes-based specifications and key performance indicators are 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 2018–21.
54. The Corporation's 2% efficiency savings target is considered in all procurement and service re-commissioning.
55. 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

56. 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

Monica Patel

Senior Commissioning Manager
Commissioning and Partnerships

T: 020 7332 3638

E: monica.patel@cityoflondon.gov.uk