

<b>Committee(s):</b>	<b>Date(s):</b>
Efficiency and Performance Sub Committee	30th January 2013
<b>Subject:</b> Department of Community and Children's Services' – Progress against the Commissioning Strategy	Public
<b>Report of:</b> Director of Community & Children's Services	For Information
<b><u>Summary</u></b>	
<p>This report updates Members on the progress of the Department of Community and Children's Services in implementing the 'Commissioning Strategy' which was approved by the Efficiency and Performance Sub-Committee in September 2011.</p> <p>In preparation for taking on the new responsibilities for public health and contract commitments of over £0.7m from April 2013 the department is restructuring its Strategy and Performance division to enhance commissioning capacity and has assumed responsibility for the Substance Misuse Partnership. For 2013/14 commissioning service reviews will prioritise public health contracts that are transferring from NHS City and Hackney as these will present opportunities to reconfigure existing services to ensure they are delivered more effectively for the City of London.</p> <p>A number of planned service reviews have been progressed or completed as part of the commissioning strategy including ;</p> <ul style="list-style-type: none"> <li>• Leisure Centre and Sports Development - completed</li> <li>• Supported Living – in progress</li> <li>• Youth Services – completed</li> <li>• Portsoken Early Intervention Review – in progress</li> </ul> <p><b>Recommendations</b></p> <p>That Members receive this progress report.</p>	

## **Main Report**

### **Background**

1. In September 2011, the Director of Community and Children's Services presented a report to Members of the Efficiency and Performance Sub-Committee, setting out a detailed three year plan of service reviews under the umbrella title of 'the Commissioning Strategy'.
2. The Commissioning Strategy was developed in response to a comprehensive external review (April 2011) of commissioning arrangements within the Department. The review concluded that an increasing number of departmental services were being

commissioned alongside increased budgetary pressures, and identified that the department would need to review the way in which it delivered or commissioned services in preparation for the City's new health and wellbeing responsibilities in 2013.

3. Those new responsibilities are now enshrined in law through the Health and Social Care Act 2012 and include:
  - the City of London Corporation becoming responsible for commissioning and funding Public Health services for the City and
  - the formation of a health and wellbeing partnership to oversee
    - a) the development of a Joint Strategic Needs Assessment and
    - b) the production and delivery of a health and wellbeing strategy to meet those identified needs

### **The Commissioning Strategy Timescale**

4. A Project Initiation Document (PID) was developed at the start of the Commissioning Strategy process and was approved by Community and Children's Services Committee in September 2011. The PID set out a two stage process which included:
  - Stage 1: an initial prioritisation process to be completed by April 2012. This included agreeing a methodology to assess services, a third tier managers reference group to carry out the assessment and an initial programme of reviews to be agreed by the Departmental Leadership Team.
  - Stage 2: implementation of reviews from September 2011 onwards.

### **Progress Against the Strategy and Associated Developments**

5. In preparation for its new health and wellbeing responsibilities in April 2013, the departmental leadership team has restructured. The Assistant Director for Housing is responsible for services directly provided by the CoLC, the Assistant Director for People is responsible for assessing the needs of individuals who require services and assisting them to make their own choices and the Assistant Director for Partnerships and Commissioning (previously the Strategy and Performance Director) is responsible for managing contracts with partners.
6. The Substance Misuse Partnership has also joined the department to better align the prevention and wellbeing services provided by the City of London and is within the remit of the Assistant Director for People.
7. In line with the Commissioning Strategy plans agreed with Members, the following reviews have been completed or are underway:

### Leisure Centre and Sports Development

8. The contract to manage the Golden Lane Leisure Centre and the sports development service within the City of London was awarded to Fusion Lifestyle. The contract commenced in January 2012 and the leisure centre's refurbishment was completed in March 2012. A saving of £116,000 has been made in Recreation budgets as a result of commissioning the service externally, contributing to the achievement of the 12.5% saving required by the Chamberlain in 2012/13.

### Supported Living review

9. A project board was established in November 2011 and Phase One included a full assessment of all City of London clients who are unable to manage living independently in their own homes alongside the services currently available to meet their needs. The Community and Children's Services Committee received a full report on the Phase One recommendations (in December ) and Members agreed a number of recommendations for Phase two including:
  - Reviewing the housing provision for ex-rough sleepers
  - Re-commissioning of tenancy support
  - deliver a more person-centred delivery model to assess need and eligibility for housing, social care or substance misuse support

### Commissioning of Youth Services

10. A project board and youth advisory group were established in November 2011 and interim contracts were agreed for a number of youth services to ensure continuity of service. The board and the advisory group drew up specifications for five strands of youth services for the City and have just completed an extensive tender evaluation process. Contracts were awarded on January 11<sup>th</sup> at Community and Children's Services to three different third sector organisations; Prospects, City Gateway and 15 Billion at an annual cost of £180,000. Organisations will commence their mobilisation plans in January and take over new contracts from April 2013. The services to be contracted are: the provision of Information Advice and Guidance, Universal Youth Services, Targeted Youth Services, Youth Participation and Client Caseload Management Information System. The revised pattern of service provision for Youth Services is expected to result in a £428,000 saving in 2012/13 as part of the 12.5% savings required by the Chamberlain for that financial year.

### Portsoke Early Intervention review

11. This is the first area based review of a City of London ward and commenced in April 2012. It includes all early intervention services for children, young people, adults and older people that are provided in Portsoke. A consultant, RocketScience, was selected in July 2012 to manage the review which includes all CoLC, health, voluntary and independent organisations providing services, including those not commissioned by the CoLC. A progress report was presented to the Portsoke Working Party in November and the review is expected to produce its final report in March 2013.

12. The Project Initiation Documents or Associated committee reports for these reviews are available for Members who would like more details.

### **New review - Public Health commissioning**

13. In April 2013 commissioning for public health for City of London residents will become the responsibility of the CoLC. Depending on the level of funding provided the CoLC will also provide some services that meet the public health needs of City workers. In preparation for this, officers have identified 400 contracts (Block, Local Tariff, or spot purchase) which are currently held by the North East London and City NHS cluster (NELC) and may be relevant to the City. They have been categorised as Jointly Commissioned (with LB Hackney), Hackney specific and City specific. The value of contracts to be managed by CoLC will be over £0.7m per annum so the Department is restructuring its Strategy and Performance Division to enhance commissioning capacity. Any associated costs will be met from the Public Health Grant of approximately £1.3million that will be paid to the City of London from 2013/14 onwards.
14. Assessments are being made to determine whether to novate, terminate or re-procure existing contracts to ensure safe transfer of key existing services for 2013/14 whilst developing a longer term strategic approach for 2014/15. The CoLC has agreed with Hackney to the continuation of a number of jointly commissioned contracts for 2013/14, so that further work can be done to establish the actual need, requirements and scope of provision for these services across both areas.
15. To this end, Community and Children's services have included the prioritisation of existing Public Health contracts for review as a key part of the Commissioning Strategy for 2013/14.

### **Learning from the Reviews**

16. Throughout the series of reviews, officers have considered the 'lessons learnt' and how each subsequent review could use good practice or areas for improvement to build capacity for a review to deliver better outcomes. Key learning points to date have included:
  - The need for a clear vision of what the review is to achieve
  - Be people focussed rather than service focussed
  - A greater need for a single or shared method of gathering contract and performance information to give more flexibility
  - A need for some basic initial training for those involved in reviews (i.e. flow chart of the processes etc)
  - Essential early buy in of the project with partners and the inclusion of review participation within contracts.

## **Financial Implications**

17. A summary of the department's budget is shown in appendix 2 referencing which reviews are linked to each major cost centre.
18. The cost savings made on the reviews of Sports Development and the provision of Youth Services total £544,000. This was a significant contribution towards the necessary cost savings required by the Chamberlain in 2012/13

## **Consultees**

19. Town Clerk and Chamberlain have been consulted in the preparation of this report.

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## **Background papers:**

- Efficiency and Performance Sub Committee Paper: Department of Community and Children's Services Efficiency Review (September 2011)
- Community and Children's Services Committee Paper: Commissioning Strategy (December 2011)
- Community and Children's Services Committee Paper: Commissioning Strategy Progress and Purchasing Intentions 2012 – 2013 (June 2012)