



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>  <b>Held on</b>	Performance and Audit Committee  27 September 2023
<b>Agenda Item</b>	11
<b>Title</b>	Commissioned Services Annual Update
<b>Summary</b>  The purpose of this report is to provide the Performance and Audit Committee with an update on the current arrangements in place to commission health and care with external partners.	
<b>Presented by</b>	Margaret Phelps; Senior Manager Planning and Performance and Commissioning Manager
<b>Action Required</b>  It is recommended that the Performance and Audit Committee note and comment on the arrangements in place to commission health and care with external partners.	
<b>Directions</b> <input checked="" type="checkbox"/> No Directions Required <input type="checkbox"/> Directions to East Renfrewshire Council (ERC) <input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC) <input type="checkbox"/> Directions to both ERC and NHSGGC	<b>Implications</b> <input type="checkbox"/> Finance <input type="checkbox"/> Policy <input type="checkbox"/> Workforce <input type="checkbox"/> Equalities <input type="checkbox"/> Risk <input type="checkbox"/> Legal <input type="checkbox"/> Infrastructure <input type="checkbox"/> Fairer Scotland Duty

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**EAST RENFREWSHIRE PERFORMANCE AND AUDIT COMMITTEE**

**27 September 2023**

**Report by Chief Officer**

**COMMISSIONED SERVICES ANNUAL UPDATE**

**PURPOSE OF REPORT**

1. The purpose of this report is to provide the Performance and Audit Committee with an update on the current arrangements in place to commission health and care services with external partners.

**RECOMMENDATION**

2. It is recommended that the Performance and Audit Committee note and comment on the arrangements in place to commission health and care services with external partners.

**BACKGROUND**

3. The Performance and Audit Committee on 23 November 2022 received the report on the arrangements in place to commission health and care services with external partners. The report set out the level of the commissioned services within East Renfrewshire and provided an update on the re-establishment during 2020/21 of the Contracts and Commissioning Team. The Team have built on the strong partnership approach with our external providers and offer assurance on our commissioning and contract monitoring arrangements. Working alongside HSCP services a programme of review is underway with the introduction of new systems and processes to support the range of contractual arrangements in place. This subsequent report seeks to provide an update on the progress made during 2022/23.
4. The Savings, Recovery and Renewal Programme recommenced during 2022 and regularly reports to the Integration Joint Board. As part of the programme, a Commissioned Services Review commenced in November 2022 and supports service redesign, and associated efficiencies. This review provides greater alignment between the refreshed Strategic Commissioning Plan and the Savings, Recovery and Renewal Programme.

**REPORT**

5. The Strategic Plan 2022/25 and Strategic Commissioning Plan 2023/25 describe our partnership and vision recognising the benefits of working collaboratively as a broad and inclusive partnership and includes the range of services commissioned and delivered by our external partners.

6. The report identified that the Strategic Commissioning Plan has been in place since 2018 and required to be reviewed. The Performance and Audit Committee on 29<sup>th</sup> March 2023 approved the proposals for a renewed Strategic Commissioning Plan alongside a period of engagement during May 2023. A final Strategic Commissioning Plan was presented and approved by the Integration Joint Board at the meeting on 16<sup>th</sup> August 2023.
7. The Partnership, under the direction of the Integration Joint Board (IJB), builds on a secure commitment to partnership working in East Renfrewshire. The Strategic Commissioning Plan acknowledges this partnership approach, which underpins the Strategic Plan 2022/25 with our planning and delivery of health and social care services across East Renfrewshire. Our nine priorities set out within the Strategic Plan are delivered in partnership between HSCP services and our external partners in the independent and third sector. The range of contracts planned for 2023/24 were set out in an appendix to the Strategic Commissioning Plan.
8. This Strategic Commissioning Plan reflects the Strategic Plan 2022/25 and the work underway in respect of the HSCP, national and Greater Glasgow and Clyde transformation programmes including ; Coming Home Implementation Report, The Promise (Independent care Review) and Primary Care Improvement and the National Care Service. Work is already underway to develop our collaborative commissioning approach for East Renfrewshire bringing partners, services and people who use services and carers together.
9. The engagement programme during May to June 2023 builds on the collaborative commissioning work already underway with our partners, which represents the current position in our ongoing conversation with people who use services, partner providers who deliver with us, carers, and other stakeholders who form part of East Renfrewshire Health and Social Care Partnership. The new Plan has identified a range of opportunities to work together with our external partners to shape the local health and social care environment.

#### Partnership Working – Commissioned Services

10. The HSCP works alongside a range of external partners to deliver health and social care services as part of the following contractual arrangements. The contractual arrangements have been revised to ensure greater choice and control for individuals, sustainability for the provider sector and ensure compliance with Scottish Government policy. The table below report shows spend for purchased care for the 12 months from April 2022 to March 2023.

<b>Framework</b>	<b>2021/22</b>	<b>2022/23</b>
Care and Support	£20,465,546	£20,795,232
Care Homes for Adults with Learning Disabilities Including Autism	£96,998	£173,921
Care Homes	£12,514,222	£12,234,457
Children's Residential Care and Education, including Short Break, Services	£2,393,130	£1,920,617
Social Care Agency	£230,750	£313,112
Grants	£2,669,945	£2,811,036

Contracts	£1,106,126	£1,127,006
<b>Sub Total</b>	<b>£39,476,717</b>	<b>£39,375,381</b>
<b>Non Framework</b>		
Adults Services	£2,054,207	£2,801,279
Children's Services	£792,333	£1,500,509
<b>Total</b>	<b>£42,323,257</b>	<b>£43,677,169</b>

11. **Care and Support** – An increase of 4.79% was applied to support the Scottish Government pay uplift for adult social care workers to a minimum of £10.50.
12. **Nursing and Residential Care Contracts** – The National Care Home Contract was renewed for 2022/23 at increases for residential care at 10% and 8.9% for nursing care.
13. **Quick Quotes** – The value of quick quotes in the reporting period in question was zero. A quick quote value is between £10,000 and £49,999.
14. **Direct Awards** – The HSCP received approval to make 8 direct awards during the reporting period in question, working through the corporate procurement unit and legal services jointly. The awards were in the area of adult services and reflect the specialist nature of the purchasing activity.
15. **Grant Payments** – A review of current grant arrangements during 2022/23 has resulted in the realignment, where applicable, from grant award to contractual arrangements. Overall 22 grant awards were made to 20 organisations totalling £2,811,036.
16. **Scotland Excel frameworks-** a number of contracts have been revised with the introduction of the following frameworks;
  - a. Secure Care
  - b. Fostering & Continuing Care Services
  - c. Children's residential care and education including short breaks
  - d. Agency Workers (Social Care)
  - e. Care and Support Flexible Framework
  - f. Nursing and Residential Care Contracts
17. Wherever reasonably practicable services are commissioned using framework providers to arrange care and support. We recognise that there needs to be choice and control for individuals, families and their carers.
18. Exceptions can occur for a range of reasons including provider capacity, requiring recruitment processes to be taken forward; provider contract compliance and other quality of care related matters. In addition, where care of a specialised nature is required which may include developing a bespoke package of care or with costs over £100k; these will require additional approval by the Senior Management Team. In addition, any care package with a value of £50k or more needs to be reviewed by the commissioning team, to ensure the most efficient outcome.

### Collaborative Commissioning

19. Work is ongoing to develop a collaborative commissioning approach for East Renfrewshire HSCP and has resulted in the development of a shared statement of intent setting out agreed principles and approach, which were co-designed, with wider partners and stakeholders.
20. Between June 2022 and March 2023 five collaborative commissioning events were held, these included four face-to-face events and one online event. A summary report, which captured the feedback and key priorities, was collated and shared following each event. Regular reports were presented to the Strategic Planning Group meetings.
21. From the events, a core group was established from our internal and external networks, HSCP services, partner providers, community and voluntary organisations and people and carers who use our services. The events allowed partners to come together, explore challenges, identify opportunities and developments across Scotland and collectively identify opportunities for future collaboration. A number of collaborative commissioning opportunities are underway and will be progressed during 2023/24.
22. More recently, the Strategic Commissioning Plan engagement programme offered an online survey, one face-to-face events and four online events. Key themes were identified and where applicable have been included in the revised Plan. Through our collaborative commissioning approach we will work with partners and stakeholders to develop the following opportunities;
  - Supporting people to live independently – care at home to explore development of a care at home collaborative
  - Day opportunities for adults with learning disabilities - work with partners to consider place based approach and range of services available
  - Cross sector support for young people in periods of transition from school, home and independent living
  - Post diagnostic support for people with dementia diagnosis
  - Supported training opportunity for people with additional support needs through Café services in Eastwood and Barrhead HCC
  - Near Fatal Overdose development on local services
  - Asset mapping to understand local assets and reduce duplication of service
  - Collaborative approach to understand use of technology ,current and future housing needs and current allocation routes
  - Explore the feasibility and scope for a cross sector Housing Forum for East Renfrewshire
  - Collaboration on advice and information, providing shared language with consistent themes across directories and websites.
  - Develop the market share split with external partners for care at home to meet demographic demands and achieve best value.
  - Carers short breaks – to explore options and consider collaborative opportunities to progress ideas/suggestions/actions
23. As part of the Savings, Recovery and Renwal programme, the review of commissioned services has completed the initial workstream (£82k saving so far), which focused on supporting services to undertake a review of the high cost packages of care and to review

grant funded initiatives and embark on a process of reinstating monitoring arrangements, as arrangements in place during Covid response revert to a more business as usual approach. Work continues to progress on grant funded initiatives, with a number of reviews and new contract monitoring arrangements implemented. Operational services are now engaged in undertaking reviews as part of the Supporting People Framework implementation. All of the updates on the work is reported through the Savings, Recovery and Renewal to the Integration Joint Board.

24. As part of the implementation of the Supporting People Framework, it was recognised that the collaborative role of external partners in future delivery and to support the review of current care packages was important. We have been working with our third and independent sector partners to develop a shared understanding of the Supporting People Framework, to undertake reviews and to consider if any additional community supports are required. Our partners have demonstrated a commitment to work alongside the Partnership in the implementation and realignment of care packages and to consider where commissioned services may require to be revised to support any service changes.

## CONCLUSION

25. This report recognises the contribution that partners make to the delivery of health and social care services. It sets out the financial contribution and range of contractual arrangements currently in place to support our commissioning across the independent and third sector. The Commissioning Plan has been updated to reflect collaborative commissioning opportunities and the commitment to involving partners, stakeholders and people in new service planning or redesign. It recognises progress made through the commissioning workstream within the Savings, Recovery and Renewal Programme and the participation of partners to the implementation of the Supporting People Framework.

## RECOMMENDATION

26. It is recommended that the Performance and Audit Committee note and comment on the arrangements in place to commission health and care services with external partners.

## REPORT AUTHOR AND PERSON TO CONTACT

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1 September 2023

## BACKGROUND PAPERS

None

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