



**NOTTINGHAM CITY COUNCIL**  
**EXECUTIVE BOARD COMMISSIONING SUB-COMMITTEE**

**Date:** Wednesday, 16 July 2014

**Time:** 2.00 pm

**Place:** LB31 - Loxley House, Station Street, Nottingham, NG2 3NG

**Councillors are requested to attend the above meeting to transact the following business**

**Deputy Chief Executive, Corporate Director and Chief Finance Officer**

**Constitutional Services Officer:** Zena West, Constitutional Services Officer

**Email:** zena.west@nottinghamcity.gov.uk **Direct Dial:** 01158764305

**AGENDA**

**Pages**

- |          |   |         |
|----------|---|---------|
| <b>1</b> | <b>APOLOGIES FOR ABSENCE</b>  |         |
| <b>2</b> | <b>DECLARATIONS OF INTEREST</b>   |         |
| <b>3</b> | <b>MINUTES</b><br>Last meetings held 11 June (for confirmation)   | 3 - 6   |
| <b>4</b> | <b>VOLUNTARY SECTOR UPDATE</b><br>Verbal update   |         |
| <b>5</b> | <b>WORK PROGRAMME</b><br>Report of Director of Quality and Efficiency   | 7 - 12  |
| <b>6</b> | <b>NOTTINGHAM CITY COUNCIL PROCUREMENT PLAN 2014-18</b><br>Report of Strategic Director for Early Intervention  | 13 - 30 |
| <b>7</b> | <b>FINANCIAL VULNERABILITY ADVICE AND ASSISTANCE</b><br><b>STRATEGIC COMMISSIONING REVIEW PROGRESS UPDATE</b><br>Report of Corporate Director for Children and Adults and Strategic Director for Early Intervention | 31 - 38 |

- 8 BLOCK CONTRACT FOR CHILDREN'S RESIDENTIAL CARE - KEY DECISION** 39 - 64  
Report of Corporate Director for Children and Adults and Strategic Director for Early Intervention
- 9 EXCLUSION OF THE PUBLIC**  
To consider excluding the public from the meeting during consideration of the remaining item in accordance with section 100a(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information
- 10 BLOCK CONTRACT FOR CHILDREN'S RESIDENTIAL CARE - KEY DECISION - EXEMPT APPENDICES** 65 - 68

ALL ITEMS LISTED 'UNDER EXCLUSION OF THE PUBLIC' WILL BE HEARD IN PRIVATE. THEY HAVE BEEN INCLUDED ON THE AGENDA AS NO REPRESENTATIONS AGAINST HEARING THE ITEMS IN PRIVATE WERE RECEIVED

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

CITIZENS ATTENDING MEETINGS ARE ASKED TO ARRIVE AT LEAST 15 MINUTES BEFORE THE START OF THE MEETING TO BE ISSUED WITH VISITOR BADGES

**NOTTINGHAM CITY COUNCIL**

**EXECUTIVE BOARD COMMISSIONING SUB-COMMITTEE**

**MINUTES of the meeting held at LB31 - Loxley House, Station Street, Nottingham, NG2 3NG on 11 June 2014 from 2.06 pm - 2.18 pm**

**Voting members:**

- |                                      |   |
|--------------------------------------|---|
| ✓ Councillor Alex Norris (Chair)     | Portfolio Holder for Adults, Commissioning and Health               |
| Councillor David Mellen (Vice-Chair) | Portfolio Holder for Children's Services                            |
| Councillor Jon Collins               | Portfolio Holder for Strategic Regeneration and Schools             |
| ✓ Councillor Dave Liversidge         | Portfolio Holder for Community Safety, Housing and Voluntary Sector |
| ✓ Councillor Dave Trimble            | Portfolio Holder for Leisure and Culture                            |

**Non-voting members:**

- |                       |   |
|-----------------------|---|
| Safdar Azam           | Nottingham Equal                                  |
| ✓ Helen Kearsley-Kree | Nottingham Community and Voluntary Service (NCVS) |

(✓ indicates present at meeting)

**Colleagues, partners and others in attendance:**

- |                   |  |                             |
|-------------------|--|-----------------------------|
| Irene Andrews     | Market Development Programme Manager     |                             |
| Candida Brudenell | Strategic Director of Early Intervention | Children and Adults         |
| Antony Dixon      | Strategic Commissioning Manager          |                             |
| Peter Moyes       | Director                                 | Crime and Drugs Partnership |
| Mark Leavesley    | Constitutional Services Officer          | Corporate Services          |

**Call-in**

Unless stated otherwise, all decisions are subject to call-in and cannot be implemented until 24 June 2014.

**1 APPOINTMENT OF CHAIR**

**RESOLVED** to appoint Councillor Alex Norris as Chair for the 2014/15 municipal year.

**2 APPOINTMENT OF VICE-CHAIR**

**RESOLVED** to appoint Councillor David Mellen as Vice-Chair for the 2014/15 municipal year.

**3 APOLOGIES FOR ABSENCE**

None.

#### **4 DECLARATIONS OF INTEREST**

None.

#### **5 MINUTES**

The Sub-Committee confirmed the minutes of the meeting held on 16 April 2014 as a correct record and they were signed by the Chair.

#### **6 VOLUNTARY SECTOR UPDATE**

Helen Kearsley-Kree of Nottingham Community and Voluntary Service (NCVS) provided an update for the Sub-Committee on the following issues:

- (a) An application for support from a national programme is being made to look at social value (and the 2012 Act) in relation to Health and Social care Commissioning. The programme will bring together the NVCS, Nottingham City Council and the Nottingham City Clinical Commissioning Group at workshops over a 12 month period.
- (b) A weekly policy round-up email will be delivered to NCVS Advocates and other NCVS leaders, relevant to local and national topics which directly impact or support NCVS. Councillors wishing to be added to the mailing list should email [helenk@nottinghamcvcs.co.uk](mailto:helenk@nottinghamcvcs.co.uk).

#### **7 WORK PROGRAMME**

Antony Dixon, Strategic Commissioning Manager, presented a Work Programme for the Sub-Committee covering the period July 2014 to April 2015.

**RESOLVED to note the provisional agenda items shown below:**

- 16 July 2014:** Voluntary Sector Infrastructure Contract Progress Update;  
Youth Provision Progress Update;  
Public Health Contracts Budget Allocation;  
Early Intervention Directorate Integrated Procurement Plan;  
Financial Vulnerability Advice and Assistance Progress Update;  
Children's Residential Care Procurement;
- 10 Sept 2014:** Children in Care Contract Commissioning;  
Financial Vulnerability Advice and Assistance Commissioning Intentions;  
Residential Care Commissioning and Contracting Arrangements;  
Hucknall House Transitioning Arrangements;
- 15 October 2014:** Voluntary Sector Infrastructure Contract Commissioning Intentions;  
ICELS Commissioning Model;
- 12 Nov 2014:** (No items planned yet);

**10 Dec 2014: Residential and Nursing Care Non Standard Elements;  
Right Place Right Time Commissioning Intentions;**

**14 January 2015: (No items planned yet);**

**11 February 2015: Better Care Fund Plan 2015/16;  
ICELS Commissioning Arrangements;**

**11 March 2015: (No items planned yet);**

**15 April 2015: (No items planned yet).**

## **8 CRIME AND DRUGS PARTNERSHIP COMMISSIONING INTENTIONS**

Peter Moyes, Director, Crime and Drugs Partnership (CDP), introduced the report which detailed upcoming CDP and Public Health commissioning activities to deliver against a range of Nottingham City strategic outcomes.

**RESOLVED to note the commissioning intentions for 2014/15**

## **9 CRIME AND DRUGS PARTNERSHIP SPENDING PLAN 2014/15**

Peter Moyes, Director of the Crime and Drugs Partnership, introduced the report, which requested delegated authority to allocate as appropriate funds received from Public Health, the Police and Crime Commissioner and other partner organisations, and tender and award contracts for services as appropriate.

**RESOLVED to**

- (1) approve the anticipated non-employee expenditure of Public Health and Police and Crime Commissioner funds and partner organisation contributions by the Crime and Drugs Partnership as set out in exempt appendix 1;**
- (2) grant delegated authority to the Director of the Crime and Drugs Partnership to:
  - (i) allocate funds for the expenditure in (1) above as appropriate;**
  - (ii) re-tender those services outlined in exempt appendix 2, tables B and C, and to award contracts for all funding streams;****
- (3) approve the extension of the Criminal Justice contracts;**
- (4) approve dispensation from financial regulations 3.29 under corporate contract procurement rule 5.1.2 in respect of those contracts identified in exempt appendix 2, table D;**
- (5) note that approval to spend is only being sought for 2014/15 and that a further report will be presented for approval to spend for 2015/16+ in March 2015.**

### **Reasons for Decision**

- (1) The recommendations will ensure that Public Health, the Police and Crime Commissioner and Partner Contribution commissioning responsibilities and contract arrangements are maintained in a safe, efficient manner. They will also ensure that commissioning arrangements are aligned where most appropriate to activity and to enable the Crime and Drugs Partnership to work with providers to secure service continuity where possible.
- (2) The recommendations will allow for relevant and necessary commissioning activity to continue, enable further savings to be identified and contribute to ensuring that the Crime and Drugs Partnerships intentions are fulfilled.

### **Other Options Considered**

- (1) Do Nothing. This would generate legal implications in terms of the contracts and would disrupt service delivery, risking an increase in crime and health harms. For these reasons, this option was rejected.
- (2) Have another department commission on behalf of the Crime and Drugs Partnership. This would not enable alignment of commissioning with wider Crime and Drugs Partnership activities. For this reason, this option was rejected.

## **10 DATES OF FUTURE MEETINGS**

**RESOLVED to meet at 2.00pm on the following Wednesdays:**

<b><u>2014</u></b>	<b><u>2015</u></b>
<b>16 July</b>	<b>14 January</b>
<b>10 September</b>	<b>11 February</b>
<b>15 October</b>	<b>11 March</b>
<b>12 November</b>	<b>15 April</b>
<b>10 December</b>	

## **11 EXCLUSION OF THE PUBLIC**

**RESOLVED to exclude the public from the meeting during consideration of the remaining agenda items in accordance with Section 1004(A) of the Local Government Act 1972 on the basis that, having regards to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.**

## **12 CRIME AND DRUGS PARTNERSHIP SPENDING PLAN 2014/15 - EXEMPT APPENDICES**

As minute 9, above.

<b>Issue</b> <i>(Insert the likely title of report – ensure that this title makes it clear, to the public, what is being decided)</i>	<b>Who will decide and date of decision?</b> <i>(Insert Executive Board Sub-Committee meeting)</i>	<b>Documents to be considered</b> <i>(usually report to Board and / or Council)</i>	<b>Who will be consulted and how?</b> <i>(Clarify consultation undertaken and planned and HOW this has / will be done. Include any consideration by Overview and Scrutiny Committee or Select Committees)</i>	<b>From whom can further information be obtained and representations made / deadline for representations?</b> <i>(Insert FULL contact details – name, title, department, full address, full telephone number and e-mail address of Contact Person – ideally one officer)</i>
<b>SEPT MEETING</b>				
Children In Care Contracts Commissioning	10 September	Report	Portfolio Holder	Katy Ball, Head of Market Development & Early Intervention, Nottingham City Council 0115 8764814 <a href="mailto:Katy.ball@nottinghamcity.gov.uk">Katy.ball@nottinghamcity.gov.uk</a>
Residential Care Commissioning & Contracting Arrangements	10 September	Report	Portfolio Holder	Steve Oakley, Head of Quality & Efficiency, Nottingham City Council 0115 8762836 <a href="mailto:Steve.oakley@nottinghamcity.gov.uk">Steve.oakley@nottinghamcity.gov.uk</a>
Hucknall House Transitional Arrangements	10 September	Report	Portfolio Holder	Antony Dixon, Strategic Commissioning Manager, Nottingham City Council 0115 8763491 <a href="mailto:antony.dixon@nottinghamcity.gov.uk">antony.dixon@nottinghamcity.gov.uk</a>
Better Care Fund Resubmission	10 September	Report	Portfolio Holder	Antony Dixon, Strategic Commissioning Manager, Nottingham City Council 0115 8763491 <a href="mailto:antony.dixon@nottinghamcity.gov.uk">antony.dixon@nottinghamcity.gov.uk</a>
Public Health Contracts & Budget Allocation	10 September	Report	Portfolio Holder	Antony Dixon, Strategic Commissioning Manager, Nottingham City Council 0115 8763491 <a href="mailto:antony.dixon@nottinghamcity.gov.uk">antony.dixon@nottinghamcity.gov.uk</a>

<b>Issue</b> <i>(Insert the likely title of report – ensure that this title makes it clear, to the public, what is being decided)</i>	<b>Who will decide and date of decision?</b> <i>(Insert Executive Board Sub-Committee meeting)</i>	<b>Documents to be considered</b> <i>(usually report to Board and / or Council)</i>	<b>Who will be consulted and how?</b> <i>(Clarify consultation undertaken and planned and HOW this has / will be done. Include any consideration by Overview and Scrutiny Committee or Select Committees)</i>	<b>From whom can further information be obtained and representations made / deadline for representations?</b> <i>(Insert FULL contact details – name, title, department, full address, full telephone number and e-mail address of Contact Person – ideally one officer)</i>
<b>OCT MEETING</b>				
Voluntary Sector Infrastructure Contract Commissioning Intentions	15 October	Report	Portfolio Holder	Katy Ball, Head of Market Development & Early Intervention, Nottingham City Council 0115 8764814 <a href="mailto:Katy.ball@nottinghamcity.gov.uk">Katy.ball@nottinghamcity.gov.uk</a>
PICELS Commissioning Model <small>020</small>	15 October	Report	Portfolio Holder	Antony Dixon, Strategic Commissioning Manager, Nottingham City Council 0115 8763491 <a href="mailto:antony.dixon@nottinghamcity.gov.uk">antony.dixon@nottinghamcity.gov.uk</a>



<b>Issue</b> <i>(Insert the likely title of report – ensure that this title makes it clear, to the public, what is being decided)</i>	<b>Who will decide and date of decision?</b> <i>(Insert Executive Board Sub-Committee meeting)</i>	<b>Documents to be considered</b> <i>(usually report to Board and / or Council)</i>	<b>Who will be consulted and how?</b> <i>(Clarify consultation undertaken and planned and HOW this has / will be done. Include any consideration by Overview and Scrutiny Committee or Select Committees)</i>	<b>From whom can further information be obtained and representations made / deadline for representations?</b> <i>(Insert FULL contact details – name, title, department, full address, full telephone number and e-mail address of Contact Person – ideally one officer)</i>
<b>DEC MEETING</b>				
Residential & Nursing Care Non Standard Elements	10 December	Report	Portfolio Holder	Steve Oakley, Head of Quality & Efficiency, Nottingham City Council 0115 8762836 <a href="mailto:Steve.oakley@nottinghamcity.gov.uk">Steve.oakley@nottinghamcity.gov.uk</a>
Right Place Right Time Commissioning Intentions	10 December	Report	Portfolio Holder	Antony Dixon, Strategic Commissioning Manager, Nottingham City Council 0115 8763491 <a href="mailto:antony.dixon@nottinghamcity.gov.uk">antony.dixon@nottinghamcity.gov.uk</a>

<b>Issue</b> <i>(Insert the likely title of report – ensure that this title makes it clear, to the public, what is being decided)</i>	<b>Who will decide and date of decision?</b> <i>(Insert Executive Board Sub-Committee meeting)</i>	<b>Documents to be considered</b> <i>(usually report to Board and / or Council)</i>	<b>Who will be consulted and how?</b> <i>(Clarify consultation undertaken and planned and HOW this has / will be done. Include any consideration by Overview and Scrutiny Committee or Select Committees)</i>	<b>From whom can further information be obtained and representations made / deadline for representations?</b> <i>(Insert FULL contact details – name, title, department, full address, full telephone number and e-mail address of Contact Person – ideally one officer)</i>
<b>JAN MEETING</b>				
Financial Vulnerability Advice & Assistance Commissioning Intentions	14 January	Report	Portfolio Holder	Antony Dixon, Strategic Commissioning Manager, Nottingham City Council 0115 8763491 <a href="mailto:antony.dixon@nottinghamcity.gov.uk">antony.dixon@nottinghamcity.gov.uk</a>

<b>Issue</b> <i>(Insert the likely title of report – ensure that this title makes it clear, to the public, what is being decided)</i>	<b>Who will decide and date of decision?</b> <i>(Insert Executive Board Sub-Committee meeting)</i>	<b>Documents to be considered</b> <i>(usually report to Board and / or Council)</i>	<b>Who will be consulted and how?</b> <i>(Clarify consultation undertaken and planned and HOW this has / will be done. Include any consideration by Overview and Scrutiny Committee or Select Committees)</i>	<b>From whom can further information be obtained and representations made / deadline for representations?</b> <i>(Insert FULL contact details – name, title, department, full address, full telephone number and e-mail address of Contact Person – ideally one officer)</i>
<b>FEB MEETING</b>				
Better Care Fund Plan 15/16	11 February	Report	Portfolio Holder	Steve Oakley, Head of Quality & Efficiency, Nottingham City Council 0115 8762836 <a href="mailto:Steve.oakley@nottinghamcity.gov.uk">Steve.oakley@nottinghamcity.gov.uk</a>
ICELS Commissioning Arrangements	11 February	Report	Portfolio Holder	Antony Dixon, Strategic Commissioning Manager, Nottingham City Council 0115 8763491 <a href="mailto:antony.dixon@nottinghamcity.gov.uk">antony.dixon@nottinghamcity.gov.uk</a>

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**EXECUTIVE BOARD COMMISSIONING SUB COMMITTEE – 16 JULY 2014**

<b>Subject:</b>	<b>NOTTINGHAM CITY COUNCIL PROCUREMENT PLAN 2014-2018</b>		
<b>Corporate Director(s)/ Director(s):</b>	Candida Brudenell – Strategic Director Early Intervention		
<b>Portfolio Holder(s):</b>	Councillor Alex Norris – Portfolio Holder for Commissioning		
<b>Report author and contact details:</b>	Jo Pettifor – Strategic Procurement Manager Tel: 0115 8765026 Email: <a href="mailto:jo.pettifor@nottinghamcity.gov.uk">jo.pettifor@nottinghamcity.gov.uk</a>		
<b>Key Decision</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<b>Subject to call-in</b>
			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Reasons:</b>	<input type="checkbox"/> Expenditure	<input type="checkbox"/> Income	<input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
			<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Total value of the decision:</b> Nil			
<b>Wards affected:</b> All		<b>Date of consultation with Portfolio Holder(s):</b> Councillor Norris: 26 June 2014 Councillor McDonald: 30 June 2014	
<b>Relevant Council Plan Strategic Priority:</b>			
Cutting unemployment by a quarter			<input checked="" type="checkbox"/>
Cut crime and anti-social behaviour			<input type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City			<input type="checkbox"/>
Your neighbourhood as clean as the City Centre			<input type="checkbox"/>
Help keep your energy bills down			<input type="checkbox"/>
Good access to public transport			<input type="checkbox"/>
Nottingham has a good mix of housing			<input type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs			<input type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events			<input type="checkbox"/>
Support early intervention activities			<input checked="" type="checkbox"/>
Deliver effective, value for money services to our citizens			<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>			
This report presents the Nottingham City Council Procurement Plan for 2014 – 2018 which sets out the planned programme of procurement activity for the Council. The Procurement Plan 2014-2018 is attached in appendices 1-6. The report also updates on progress made with the procurement of commissioned services since the last Procurement Plan for the Early Intervention Directorate (formerly Quality & Commissioning) was presented to the Executive Board Commissioning Sub-Committee in January 2014.			
<b>Exempt information:</b>			
None			
<b>Recommendation(s):</b>			
<b>1</b> To note the Nottingham City Council Procurement Plan 2014 – 18.			
<b>2</b> To note that the Plan is indicative of planned procurement activity and timescales, which may be subject to change dependent on the outcomes of the strategic commissioning process and the full consideration of procurement options for each requirement.			

## **1 REASONS FOR RECOMMENDATIONS**

- 1.1 A Procurement Plan was first developed for the former Quality and Commissioning Directorate to align procurement and contracting activity for commissioned services with the planning of the Directorate's Strategic Review Intention (SCI) programme. The Plan continues to provide a tool for joint planning between the Strategic Commissioning and Procurement Teams; ensuring procurement activity is fully embedded within the SCI programme.
- 1.2 The Procurement Plan assists compliance with the Public Procurement Regulations and the Contract Procedure Rules of the Council's Financial Regulations by enabling procurement activity to be planned and undertaken within the duration of existing contracts. This avoids the need for dispensation from the Financial Regulations to be sought to extend contracts beyond their expiry date without formal tendering being undertaken, other than in genuinely exceptional circumstances. This is particularly important in relation to services that are Part A under the European Procurement Regulations and, therefore, subject to the full application of the European Directives.
- 1.3 The Procurement Plan provides information for internal and external stakeholders about planned procurement activity, and facilitates joint working on these projects. It allows other service departments (such as Legal Services) to include support activities for this process in their work plans and will present to stakeholders a clear, transparent and robust process of procurement planning aligned with the strategic commissioning process.
- 1.4 The Procurement Plan provides a tool for the planning of all the Council's procurement activity alongside the other work priorities of the Procurement Team, which include contract management across a range of contract categories.

## **2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 A Procurement Plan for the Quality and Commissioning Directorate was developed early in 2012 during the planning of the Directorate's Strategic Review Intention (SCI) programme. The plan set out all planned procurement activity for commissioned services based on contract expiry dates and the planned programme of SCI Reviews.
- 2.2 The Quality and Commissioning Procurement Plan was first reported to Committee at its meeting on 23 May 2012. It has subsequently been updated based on the progress of and outcomes emerging from the SCI Reviews and update reports have been regularly presented to Committee over the last 2 years. Since the January 2014 report, procurement activity for commissioned services has progressed as follows:
  - Following completion of the tender for an Aftercare Resettlement Service the new contract commenced in January 2014. Contract Value £38,655 pa.
  - The City led on a tender for an HIV Support Service, jointly commissioned with City and County Health and the County Council. The new contract commenced on 1<sup>st</sup> April 2014. Contract value £93,500.00 pa.

- A mini competition was conducted for the award of 70 care packages under the new Care at Home Framework; this process was completed in June 2014. The new and outgoing providers are working together to safely transition packages over; this is likely to be completed by August 2014.' Call-off Contract value £331,500 pa.
- Tenders were completed for two Social Exclusion Housing Related Support services; new contracts commenced on 1<sup>st</sup> April 2014. Contract values £684,300 pa and £241,190 pa.
- Tenders were completed for two new short term mental health services which form part of the new Mental Health Pathway, replacing several long term accommodation based services and enabling more citizens to access mental health services. The contracts commenced on 1<sup>st</sup> April 2014 and work to decommission and transition service users from previous long term services was concluded in April 2014. Standard Service contract value £222,873 pa and complex service £287,690 pa.
- The tender was completed for a Carer Respite Service and the new contract commenced on 1 April 2014. Contract value £112,500 pa
- The City was participated in the joint procurement with the County Council of an Advocacy service for Children in the Care – contract value £80,00 pa
- City was involved in the joint procurement with the County Council for an Appropriate Adult service for Young People - £35,000 pa
- Call off from the Independent Living Support Service (ILSS) Framework for a Refugee service is underway; the new service should be in place October 2014.
- Evaluation of the Domestic Violence Independent Living Support Service (ILSS) call-off tender is in progress; the new service is to be in place on 1 October 2014.
- The tender process has commenced for a Framework of providers for the Provision of an Adoption & Fostering Assessment service. The new services will commence in August 2014.
- The Stronger Families service (a specialist 12 week programme for families who have suffered domestic abuse) is currently out to tender and the new service will commence in October 2014.
- Tendering for an Accessible Information Service commenced in June 2014
- The tender for the delivery of the Early Learning Programme for 2 Year Olds in Children Centres is due to commence shortly
- Work is progressing jointly with City NHS to undertake an accreditation process for residential and nursing care services, with a joint contract proposed to be awarded.

2.3 Following the establishment of the Early Intervention Directorate and the integration of the procurement function within the Quality and Efficiency Service Area, the Procurement Plan has been updated to present all the planned procurement activity of the Council. A copy of the updated Procurement Plan 2014 – 2018 is attached at Appendices 1-6. It presents planned and anticipated procurement activity across all procurement categories, with the expected commencement and completion dates for each project. The Procurement Plan is indicative procurement activity and may be subject to change, for example for commissioned services where an SCI Review is to be completed, as procurement activity depends upon the review outcome. The procurement options for each service are considered as part of the commissioning process based on a number

of factors, including whether the services are required in future, whether remodelling is necessary, how value for money can be secured, compliance with the Council's financial regulations and Public Procurement Regulations, and the overall risks, costs and benefits of tendering.

### **3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

- 3.1 Do nothing. This would impact on the planning of the Council's procurement activity across all goods and services. In relation to commissioned services for vulnerable adults and children, it would impact on the alignment of procurement activity with the programme of SCI Reviews undertaken by the Early Intervention Directorate. It would risk non-compliance with the Council's Contract Procedure Rules and Financial Regulations through contracts needing to be extended beyond their expiry date, for example due to commissioning and procurement activity (for example through SCI reviews) not being undertaken in a timely way. For these reasons, this option was rejected.

### **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

- 4.1 The recommendations of this report do not have any specific financial implications.
- 4.2 As each element of the Procurement Plan set out in Appendices 1-6 is undertaken, separate approval will be required by the relevant Board or Portfolio Holder as appropriate. This approval will include the appropriate financial implications and recommendations.

### **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

- 5.1 The Council's Contract Procedure Rules and Financial Regulations and European Procurement Regulations dictate that the Council should undertake a formal tender process for the award of contracts of a particular value. The Procurement Plan addresses the risk of non-compliance with the Contract Procedure Rules by providing a tool for planning procurement activity across all contracts based on their expiry date.
- 5.2 The Procurement Plan sets out an ambitious programme of procurement activity for the Council across all categories of goods and services. Planned procurement activity includes the re-tendering of existing contracts prior to expiry, alongside anticipated procurement to meet new priorities identified through the strategic commissioning process. The delivery of this programme of procurement activity depends upon the necessary resources being available. In relation to commissioned services, the number of tenders actually undertaken will be dependent on the outcomes of the strategic commissioning process (including the full consideration of procurement options and implications) and will be subject to further decision making during the SCI process.

#### **Legal Observations:**

- 5.3 The recommendations in this report raise no legal issues. The intention of the Procurement Plan is to ensure compliance with the Council's Constitutional requirements in obtaining Best Value, together with compliance with the



Public Contracts Regulations 2006 (as amended) in respect of EU compliant procurement activity.

- 5.4 New procurement Directives were introduced earlier this year and it is anticipated that by early 2015 the European law will be transposed into domestic legislation by way of new Regulations. As such, procurement teams will need to be fully aware of the proposed changes as this will impact on current process.
- 5.5 Legal Services will provide support and contribute to the delivery of the Procurement Plan by advising on relevant legislation, legal and commercial risks, and drafting and approving of contract documents.

## **6 SOCIAL VALUE CONSIDERATIONS**

- 6.1 For each planned procurement process, consultation will be undertaken and consideration will be given to how the services being commissioned could improve the economic social and environmental well-being in Nottingham. In relation to services commissioned for vulnerable adults and children, social improvements are expected to be delivered particularly for those receiving services but also economic improvements are expected with regard to the terms under which service providers employ their staff. Such considerations will support compliance with the Public Services (Social Value) Act 2012 and this will be developed in the procurement process.

## **7 REGARD TO THE NHS CONSTITUTION**

- 7.1 Local authorities have a statutory duty to have regard to the NHS Constitution when exercising their public health functions under the NHS Act 2006. In making this decision relating to public health functions, we have properly considered the NHS Constitution where applicable and have taken into account how it can be applied in order to commission services to improve the health of the local community.

## **8 EQUALITY IMPACT ASSESSMENT (EIA)**

- 8.1 An EIA is not needed, as the report does not contain proposals for new or changing policies, services or functions, financial decisions, or decisions about implementation of policies development outside the Council.

## **9 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)**

- 9.1 None

## **10 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT**

- 10.1 Quality and Commissioning Procurement Plan Report – Executive Board Commissioning Sub-Committee, 23 May 2012.
- 10.2 Quality and Commissioning Procurement Plan Report – Executive Board Commissioning Sub-Committee, 15 January 2014

**11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT**

11.1 Ceri Walters – Finance Business Partner, Strategic Finance

11.2 Naomi Vass – Senior Solicitor, Legal Services



Appendix 1 – Procurement Plan 2014 – 18

Key:	
<b>G</b>	Expected/On-going Procurement
<b>A</b>	Potential Procurement

Doc version: 0.2

Service	Service Title/description	2014												2015												2016												2017												2018		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Voluntary Sector	Young Carers																																																			
Voluntary Sector	Advocacy Service																																																			
Public Health	Active for Life: Physical Activity on Referral																																																			
Public Health	Weight Loss Classes on Referral																																																			
Public Health	Motivate: Mens Weight Management																																																			
Public Health	Chlamydia Screening software																																																			
Public Health	Oral Health Promotion																																																			
Public Health	Lifestyle Referral Hub: Healthy Change																																																			
Public Health	Into the Mainstream: Refugee and Asylum Seekers																																																			
Public Health	Best Food Forward – Guided Health Walks																																																			
Public Health	Avoidable Injury Education Service																																																			
Public Health	Healthy Housing																																																			
Public Health	The Computer Room Nottingham																																																			
Public Health	Healthwatch																																																			
Public Health	Infection control																																																			
Public Health	Integrated Services Helpline																																																			
Public Health	Independent Domestic Violence Advisors																																																			
Public Health	New Leaf Smoking Cessation Service																																																			
Public Health	Public Health Nursing																																																			
Public Health	Breastfeeding Peer Support Service																																																			
Public Health	Public Health Nutrition Service																																																			
Public Health	Specialist Domestic Violence Nurse																																																			
Public Health	Integrated Sexual Health Services																																																			
Public Health	Genitourinary Medicine NUH																																																			
Public Health	Genitourinary Medicine Community Clinics																																																			
Public Health	DV Specialist Nurse Emergency Dept																																																			
Public Health	School Food																																																			
Public Health	Health Shop (Sexual Health)																																																			
		2014												2015												2016												2017												2018		



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**Procurement Plan for Transport 2014-2018**

Key:-  DDM Submitted / Pre Procurement / Plan Procurement  Procurement Engaged  Evaluation  Contract Award  Contract Begins

Category	Project Name / Contract Title	2014												2015												2016												2017												2018		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Transport	Mini buses																																																			
Transport	Local Link Bus Contract																																																			
Transport	Average Speed cameras																																																			
Transport	Next batch of Electric Buses																																																			
Transport	Cashless Parking																																																			
Transport	Numerous new fleet vehicles, requirements under discussion																																																			
Transport	Highways Plant, equipment and materials																																																			

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Key:-  DDM Submitted / Pre Procurement / Plan Procurement  Procurement Engaged  Evaluation  Contract Award  Contract Begins

Category	Project Name / Contract Title	2014												2015												2016												2017												2018		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Leisure, Environment & Community Services	Commingled Recyclables Processing																																																			
Leisure, Environment & Community Services	Solar Powered Waste Compacting Receptacles with Wireless Monitoring System																																																			
Leisure, Environment & Community Services	Clinical Waste																																																			
Leisure, Environment & Community Services	Supply Gym Equipment																																																			

**EXECUTIVE BOARD COMMISSIONING SUB-COMMITTEE – 16 JULY**

<b>Subject:</b>	Financial Vulnerability Advice and Assistance Strategic Commissioning Review Progress Update		
<b>Corporate Director(s)/ Director(s):</b>	Alison Michalska, Corporate Director – Children and Adults Candida Brudenell, Strategic Director for Early Intervention		
<b>Portfolio Holder(s):</b>	<b>Councillor Graham Chapman – Portfolio Holder for Resources and Neighbourhood Regeneration</b> <b>Councillor Alex Norris – Portfolio Holder for Adults, Commissioning and Health</b>		
<b>Report author and contact details:</b>	Bobby Lowen, Lead Commissioning Manager 0115 876 3571 <a href="mailto:alan.lowen@nottinghamcity.gov.uk">alan.lowen@nottinghamcity.gov.uk</a>		
<b>Key Decision</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<b>Subject to call-in</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Reasons:</b> <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision			<input type="checkbox"/> Revenue <input type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Total value of the decision:</b> N/A			
<b>Wards affected:</b> All	<b>Date of consultation with Portfolio Holder(s):</b> Councillor Chapman – 19 June 2014		
<b>Relevant Council Plan Strategic Priority:</b>			
Cutting unemployment by a quarter			<input checked="" type="checkbox"/>
Cut crime and anti-social behaviour			<input type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City			<input type="checkbox"/>
Your neighbourhood as clean as the City Centre			<input type="checkbox"/>
Help keep your energy bills down			<input type="checkbox"/>
Good access to public transport			<input type="checkbox"/>
Nottingham has a good mix of housing			<input type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs			<input type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events			<input type="checkbox"/>
Support early intervention activities			<input checked="" type="checkbox"/>
Deliver effective, value for money services to our citizens			<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b> This report provides an update of the progress of the Financial Vulnerability Advice and Assistance Strategic Commissioning Review (FVAA SCR), which aims to make best use of resources available to NCC to assist citizens experiencing (or at risk of experiencing) financial difficulty.			
<b>Exempt information:</b> None.			
<b>Recommendation(s):</b>			
1 To note the output of the initial stages of analysis, the key lines of enquiry for further investigation and revised timescales for the conclusion of the review.			
2 To note that there are no financial implications associated with this report.			

## **1 REASONS FOR RECOMMENDATIONS**

- 1.1 Executive Board Commissioning Sub-Committee has approved plans for a review of funding for the provision of services to assist citizens experiencing financial difficulty, and has delegated responsibility for approval of commissioning decisions to follow. The Sub-Committee is therefore asked to note progress with the review as it works towards developing plans and recommendations for the further use of resources.

## **2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 In March 2014, Executive Board Commissioning Sub-Committee approved plans for the Early Intervention Directorate to lead a strategic commissioning review of funding by NCC for the provision of advice and assistance to aid citizens experiencing financial difficulty. This review is known as the Financial Vulnerability Advice and Assistance Strategic Commissioning Review (FVAA SCR).
- 2.2 The scope of the review has been developed in partnership with key stakeholders from NCC and partner organisations. It includes:
- improving understanding of who in Nottingham is experiencing (or is at risk of experiencing) financial difficulty, causes and difficulties faced, and how this is changing (e.g. as a consequence of Welfare Reforms);
  - reviewing resources available to NCC / consideration of other resources available (e.g. to partner organisations, volunteering, etc) to assist people in financial difficulty;
  - exploring opportunities to improve outcomes for Nottingham's citizens and to use resources more effectively, e.g. through increased prevention; by supporting citizens or households with associated issues (e.g. housing, employment, etc) in the round; by improving pathways and ensuring that services work together efficiently; and by seeking to resolve problems more permanently, including through access to employment;
  - seeking to ensure that Nottingham City Council's further investment in advice and assistance supports the Council to continue to respond to demand and to meet important priorities (e.g. protecting the most vulnerable, tackling poverty and deprivation, and supporting more people to improve their prospects through access to employment).
- 2.3 Areas of activity funded by NCC directly within scope of the review include the (internal) NCC Welfare Rights service, external welfare rights services (including the citywide service, locality based services, and services catering to asylum seekers and refugees and people with impaired hearing), the Crisis Intervention Drop-In service. Other areas of NCC funded activity providing assistance to people experiencing financial difficulty (e.g. Housing Aid) are also in scope. The review will also seek to consider other areas of activity not funded by NCC (e.g. provided by the voluntary or faith sectors, or by a national provider) offering support to Nottingham's citizens.
- 2.4 The FVAA SCR forms part of the Council's Employment and Welfare Support Programme, which is working to:
- support those who can work get into work and/or better paid work;
  - support those who cannot work to enjoy the best quality of life they can and to make a contribution to the life of the City;



- improve the level of financial capability within our communities and reduce dependency on crisis, irresponsible and/or expensive lenders.

- 2.4 The FVAA SCR has proceeded in accordance with the Council’s commissioning pathway. Initial analysis to refine the scope of the review and to identify broad areas of pressure and opportunities for improvement has now been completed. The review has sought to tap in to the experience and insight of stakeholders by providing opportunities for engagement through online surveys and through an open event held on the 15 May 2014.
- 2.5 Initial analysis highlights financial vulnerability as a significant issue for Nottingham, with relatively high rates of unemployment, benefit dependency and other measures of deprivation associated with the risk of financial difficulty. Research reported in the Indebted lives report (2013) produced by the Money Advice Service places Nottingham City as second nationally by local authority area in terms of the proportion of the population experiencing unmanageable debt (41.2%). Deprivation characterised by low or insecure financial standing is linked to other important outcomes affecting quality of life and prospects, including health and life expectancy (Fair Society, Healthy Lives: The Marmot Review, 2010), educational attainment and experiences of crime.
- 2.6 Analysis completed so far suggests an increase in demand for services (both commissioned and non-commissioned) offering support to people experiencing financial difficulty. Probable causes of demand include welfare reforms, difficulties associated with the benefits system (e.g. navigating or challenging decisions, pending decisions, etc) and poorly paid or insecure employment. Citizens most acutely affected include those with additional difficulties, e.g. those with a physical and/or mental health problem.
- 2.7 Nottingham City Council is under significant pressure to reduce expenditure on its services in order to manage budgetary pressure arising from shrinking funding from central Government and increased demand for statutory provision. This review is expected to support this by identifying opportunities for increased efficiency.
- 2.8 Table 1 sets out opportunities to use resources more effectively identified in co-operation with stakeholders through the initial stages of the review. The opportunities highlighted include stemming demand (e.g. through increased prevention and reducing repeated use), improving efficiency (improved co-ordination and integration) and attracting or making better use of available resources (e.g. volunteering and sponsorship).
- 2.9 Table 1. Emerging commissioning opportunities

Area of opportunity for improvement	Includes:
Building resilience	<ul style="list-style-type: none"> <li>• Reviewing education in schools / targeted prevention (advice or training) for young people and adults, especially in at risk groups</li> <li>• Remedial courses to reduce repeat difficulty</li> </ul>
Prevention and earlier engagement	<ul style="list-style-type: none"> <li>• Improved detection to reduce progression of difficulty (e.g. through landlords, health services, social care</li> </ul>

Area of opportunity for improvement	Includes:
	<ul style="list-style-type: none"> <li>and services for families)</li> <li>• Early support or referral to advice services</li> </ul>
Improving access to advice and assistance	<ul style="list-style-type: none"> <li>• Outreach or co-location of services (e.g. targeting or presence in schools, doctors' surgeries, etc)</li> <li>• Reviewing access points across system, central access points and media (e.g. web)</li> <li>• Reviewing the location of services relative to need</li> </ul>
Putting citizens at the centre; co-ordination of activity and support; efficiency	<ul style="list-style-type: none"> <li>• Triage / 'tiering' of support across services</li> <li>• Improving co-ordination (navigator, key worker; advocacy; more strategic signposting)</li> <li>• Reduced duplication – integration and pooled resource</li> <li>• Develop pathway / an outcome based system</li> <li>• More targeted use of specialist support</li> </ul>
Access to employment to improve prospects / sustainment	<ul style="list-style-type: none"> <li>• Clearer pathway towards employment (e.g. links and integration with the Job Centre Plus, etc)</li> <li>• Commission advice with links / requirements around employment and monitor</li> </ul>
Collection and use of data	<ul style="list-style-type: none"> <li>• Reviewing data capture – internal / contracted services and use (e.g. for continuous process improvements; to inform commissioning)</li> <li>• Data sharing across services</li> </ul>
Identifying alternative resources / funding	<ul style="list-style-type: none"> <li>• Training for non-commissioned services and staff</li> <li>• Volunteering within commissioned services / freeing paid staff to offer specialist support</li> <li>• Review contributions from other funders / contribution from private sector</li> </ul>

2.10 A project team with representation from NCC, the voluntary sector and other key stakeholders is to be convened to develop a programme of activity to explore the opportunities to follow up on these prospective areas of improvement. This activity is expected to include further targeted research and co-productive planning with stakeholders to examine viability / profitability of the available approaches and to work towards an overall plan for the use of resources. Recommendations for the implementation of this plan are to be presented to Executive Board Commissioning Sub-Committee in November 2014. An indicative timeline for this activity can be found in appendix 1.

2.11 A number of opportunities for improvement that do not require commissioning input have also been identified. These opportunities include steps to develop existing links and relationships between current services, to improve marketing and communications, to promote access to responsible lending and to tackle other 'poverty premium' issues, and the strengthening of management of current contracts for the provision of advice services. These opportunities have been fed back into the Employment and Welfare Support Programme to be carried forward.

### **3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

- 3.1 Discontinuing the review and maintaining current provision. Analysis conducted in the initial stages of the review suggests that this would not enable the Council to respond to financial and demand pressures identified. For this reason, this option was rejected.

### **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

- 4.1 The total value of services directly in scope of the review (excluding related services) is approximately £1.9m.
- 4.2 The activity's aim is to enable the Council to manage pressure on its budgets and maintain its commitment to value for money for Nottingham's citizens. These outcomes will be linked into the budget process to support the development of the 2015/16+ Medium Term Financial plan.
- 4.3 Spend associated with areas of the review will require approval through the appropriate process.

### **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

- 5.1 Finance Advice: This report does not raise any significant legal issues. Legal Services will provide advice and assistance as necessary to support the ongoing review.  
Andrew James – Team Leader, Contracts and Commercial.
- 5.2 The review methodology allows for extensive engagement with a range of stakeholders so as to provide the opportunity for co-production and the corresponding likelihood that final commissioning recommendations will be supported.

### **6 SOCIAL VALUE CONSIDERATIONS**

- 6.1 Opportunities to improve economic well-being in Nottingham are specifically within the scope of the Financial Vulnerability Advice and Assistance SCR. By virtue of the type of services being commissioned, social improvements are expected to be delivered, particularly to citizens receiving services, but economic improvement are also expected with regard to the terms under which service providers employ their staff. Such consideration will support compliance with the Public Services (Social Value) Act 2012, and this will be embedded into any procurement process.

### **7 REGARD TO THE NHS CONSTITUTION**

- 7.1 Not applicable.

### **8 EQUALITY IMPACT ASSESSMENT (EIA)**

- 8.1 AN EIA is not needed, as the report does not contain proposals for new or changing policies, services or functions, financial decisions or decisions about implementation of policies development outside the Council.

**9 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)**

9.1 Financial Vulnerability Advice and Assistance Project Initiation Document

9.2 Employment and Welfare Support Programme Project Initiation Document

**10 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT**

10.1 “2014/15 Strategic Commissioning Intentions” – Report of the Strategic Director of Early Intervention; Executive Board Commissioning Sub-Committee 12 March 2014.

10.2 “Indebted lives: the complexities of life in debt”, The Money Advice Service, November 2013.

10.3 “Fair Society, Healthy Lives: The Marmot Review”, Institute of Health Equity, February 2010.

**11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT**

11.1 Ceri Walters, Finance Business Partner, Strategic Finance

11.2 Andrew James, Team Leader Contracts and Commercial, Legal Services

Appendix 1

# 2014/15 Strategic Commissioning Review - Project Timeline

**Project: Financial Vulnerability Advice and Assistance SCR**

**Project sponsor: Carole Mills**

**Project lead: Bobby Lowen**

**Version:v2.1 (8th July 2014)**

◆ Welfare & Employment Support Programme Board

◆ Executive Board Commissioning Sub-Committee

ID	Activity	Lead	RAG	2013/14		2014/15												2015/16										
				Feb	Mar	June					July				Aug			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
						w/c 2nd	w/c 9th	w/c 16th	w/c 23rd	w/c 30th	w/c 7th	w/c 14th	w/c 21st	w/c 28th	w/c 4th	w/c 11th	w/c 18th	w/c 25th										
<b>1</b>	<b>Establish strategic commissioning review</b>																											
1.1	Identify key stakeholders / organise scoping meeting	BL																										
1.2	Define project / prepare project initiation document (PID)	BL																										
1.3	Set up governance arrangements	LJ / BL																										
1.4	Set up Project Team	BL																										
1.5	Develop communication plan	BL																										
1.6	Executive Board Commissioning Sub-Committee sign off	AD / BL																										
1.7	Project board sign off PID	LJ / BL																										
<b>2</b>	<b>Analysis Phase 1: Broad appraisal of pressures / opportunities</b>																											
2.1	Develop analysis plan	BL / LM																										
2.2	Develop engagement plan	BL / JR																										
2.3	Agree analysis with Project Team	BL / LM																										
2.4	Undertake analysis	LM																										
2.5	Market development activity	RK																										
2.6	Planning for stakeholder event	BL																										
2.7	Stakeholder event	BL																										
2.8	Other stakeholder engagement	BL																										
2.9	Development of further scope of review	BL																										
2.10	Project board review of priorities / scope	LJ / BL																										
2.11	Develop recommendations for further activity for EBCSC	LJ / BL																										
2.12	EBCSC progress update	BL																										
<b>3</b>	<b>Analysis Phase 2: Detailed workstream analysis*</b>																											
3.1	Establish review workstreams	BL																										
3.2	Develop plans for further analysis	BL / LM																										
3.3	Revisit engagement plan	BL / JR																										
3.4	Agree analysis plans with Project Team	BL																										
3.5	Project Board to review / sign off workstream activity	LJ / BL																										
3.6	Undertake analysis	LM																										
3.7	Planning for co-productive planning event	BL																										
<b>3.9</b>	<b>Plan</b>																											
4.1	Co-productive stakeholder event	BL																										
4.2	Other stakeholder engagement	BL																										
4.3	Development of feedback into clear plans / options	BL																										
4.4	Project Team to refine options	BL																										
4.5	Consultation on options	BL																										
4.6	Finalise plans	BL																										
4.7	Completion of Equalities Impact Assessment	BL																										
4.8	Programme board to review final plan	LJ / BL																										
4.9	EBCSC decision	AD / BL																										
<b>5</b>	<b>Do</b>																											
5.1	Develop implementation plan	BL																										
5.2	Communicate review outcome	BL																										
5.3	Undertake procurement options appraisal (if required)	BL / JP																										
5.4	Commence market development activity (if required)	RK																										
5.5	Develop service specifications	BL																										
5.6	Tender for external services (if required)	JP																										
5.7	Lead time for changes to services / set up (if required)	JP																										
5.8	Implementation of new model / commencement of contracts	JP																										
<b>6</b>	<b>Review</b>																											
6.1	Prepare framework for evidencing review outcomes	BL																										

**Leads:**

BL Bobby Lowen - Lead Commissioning Manager  
 LJ Liz Jones - Head of Corporate Policy  
 AD Antony Dixon - Strategic Commissioning Manager  
 LM Luke Murray - Insight Manager  
 RK Richard Kent - Market Development Project Officer  
 JP Jo Pettifor - Strategic Procurement Manager

Meeting Dates for Approval 14/15

		2014							2015				
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Employment &amp; Welfare Support Programme Board (FVAA SCR Project Board)</b>  <i>Agenda</i>		16th		9th		11th	8th	13th	10th	8th	12th	9th	
		<i>Approval of PID / project timeline</i>		<i>Approval of workstreams &amp;</i>			<i>Approval of WR recommissionin</i>						
<b>Executive Board Commissioning Sub-Committee</b>  <i>Agenda</i>													
							<i>Approval of WR recommissionin</i>						

**EXECUTIVE BOARD COMMISSIONING SUB COMMITTEE – 16 JULY 2014**

<b>Subject:</b>	<b>Block Contract for Children’s Residential Care</b>		
<b>Corporate Director/ Director(s):</b>	Alison Michalska, Corporate Director, Children and Families Candida Brudenell, Strategic Director of Early Intervention		
<b>Portfolio Holder(s):</b>	Councillor David Mellen, Portfolio Holder for Children’s Services		
<b>Report author and contact details:</b>	Holly Macer, Lead Contract Officer, Placement Service, Early Intervention Directorate T: 0115 8764816 E: <a href="mailto:holly.macer@nottinghamcity.gov.uk">holly.macer@nottinghamcity.gov.uk</a>		
<b>Key Decision</b>	<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>	<b>Subject to call-in</b>	<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Reasons:</b>	<input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input checked="" type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision	<input checked="" type="checkbox"/> <b>Revenue</b> <input type="checkbox"/> <b>Capital</b>	
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> <b>Yes</b> <input checked="" type="checkbox"/> <b>No</b>
<b>Total value of the decision:</b> This information is exempt. Please refer to exempt information below.			
<b>Wards affected:</b> All	<b>Date of consultation with Portfolio Holder(s):</b> 16 May 2014 – Councillor David Mellen.		
<b>Relevant Council Plan Strategic Priority:</b>			
Cutting unemployment by a quarter			<input type="checkbox"/>
Cut crime and anti-social behaviour			<input type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City			<input type="checkbox"/>
Your neighbourhood as clean as the City Centre			<input type="checkbox"/>
Help keep your energy bills down			<input type="checkbox"/>
Good access to public transport			<input type="checkbox"/>
Nottingham has a good mix of housing			<input type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs			<input checked="" type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events			<input type="checkbox"/>
Support early intervention activities			<input checked="" type="checkbox"/>
Deliver effective, value for money services to our citizens			<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>			
This report seeks approval to commission a block contract of 20 local children’s residential care placements, with two external providers. This arrangement will contribute to the Local Authority’s statutory duty to ensure sufficient accommodation for all Looked After Children. No additional budget is required to implement the block contract, as the costs of the contract will be met through the existing External Placements Budget. This will require a financial commitment for a maximum amount from this budget to be allocated for the block contract annually.			
<b>Exempt information:</b>			
The value of the decision and the financial advice are exempt under paragraph 3 of section 12A to the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information, because it would disadvantage negotiations between the provider and contractor.			
<b>Recommendation(s):</b>			
<b>1</b>	To undertake a procurement process to commission a block contract of 20 children’s residential care placements, with two external providers, within a 20 mile radius of the City Centre.		
<b>2</b>	<b>To</b> agree a maximum annual spend on the contract (detailed in exempt appendix 3), from the existing External Placements Budget.		
<b>3</b>	To grant delegated authority to the Strategic Director of Early Intervention to agree the outcome of the tender and award the contract, and to delegate authority to the Head of Quality and Efficiency to sign the contracts arising from the tender process once the tender outcome is agreed.		

## **1 REASONS FOR RECOMMENDATIONS**

- 1.1 Improving outcomes and providing the best quality of care for children and young people has been the driver behind considering the future commissioning arrangements. The recommended block contract will address current market challenges by ensuring increased local capacity and greater choice for the City's children and young people. It will also enable the Local Authority to significantly reduce the current spend on residential care placements.
- 1.2 All local authorities have a statutory duty to ensure sufficient accommodation for its Looked After children and young people. In response to this, Nottingham City Council's Children in Care Placements Commissioning and Sufficiency Strategy aims to provide every child and young person with the best possible care placement, which meets their needs, wishes and feelings, and provides them with the opportunity to thrive and achieve. The Strategy commits to drive a dynamic, outcomes-focused, child-centred placement market, which offers good value, quality and choice, to ensure that the right placement is found the first time, on time, every time.
- 1.3 The proposed block contract aims to address current gaps and weaknesses in the placement market, which are preventing the Strategy's aims from being achieved. Weaknesses include insufficient availability of local placement provision and continued local authority financial pressures, which require innovative solutions to ensure that the City sufficiently and efficiently meets demand. Planned regional commissioning developments will further impact upon the local placement market (e.g. neighbouring local authorities planned block contracting arrangements).
- 1.4 To undertake a procurement process to commission a block contract of 20 local children's residential care placements will ensure compliance with the Council's Financial Regulations and Contract Procedure Rules. The proposal will meet the Council's aims to ensure value for money, quality and variety of services and will support the modernisation agenda.
- 1.5 Delegated authority for the Strategic Director of Early Intervention to agree the outcome of the tender and award the contract, and for the Head of Quality and Efficiency to sign the contracts arising from the tender process, is required to enable a timely transition to the contract and to maximise savings potential.

## **2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 Analysis confirms that a proportion of Looked After Children will always require residential care placements. In addition to NCC's own internal residential estate, NCC consistently commissions an average of 55 external residential care placements at any one time. A block contract would ensure a reduced spend on the services already commissioned.
- 2.2 It is anticipated that the proposed block contract will achieve;
  - an increased percentage of children and young people placed locally



- a significant reduction in local authority spend on residential care (alongside improved budget management and forecasting)
- efficiencies via reduced staff time and travel expenses (e.g. social care and quality assurance visits)
- efficiencies via reduced need to commission out of area services (e.g. CAMHS, education)
- greater forward planning for the local authority and provider, leading to improved outcomes and placement stability
- greater consistency of service delivered

2.3 NCC acknowledges that there has been a growing demand and changing need for Children in Care (CiC) placements. This, along with local authority financial pressures, legislative changes, learning from Serious Case Reviews nationally and the final year of the Regional Provider Framework, prompted a Strategic Review into the City's CiC Placement Market.

2.4 As part of the Review, a Commissioning and Sufficiency Strategy has been produced to determine the way in which Nottingham City Council commissions CiC placements, informed by current and anticipated sufficiency requirements. The Strategy lays out the City's vision and commitments to all children and young people requiring a care placement and explores the minimum standards, commissioning plans and accelerated strands to signal to the placement market.

2.5 The Strategy identifies opportunities for improvements within the placements market. Alongside the recommended block contract for children's residential care, the recommendations also include developments to internal care provision.

2.6 A period of consultation with both the internal and external market, invited participation, asking colleagues, partners and providers for feedback and comments to help shape the final Strategy and plan for implementation. The Strategy has been approved by the following NCC governance forums;

- Children and Families Leadership Team
- Children and Families Big Ticket Programme Board
- Corporate Parenting Board

### **3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

3.1 Continue to spot purchase residential care provision under the current commissioning arrangements. This would deny the local authority the opportunity to make a significant financial saving and enable an increased number of children and young people to be placed locally. For this reason, this option was rejected.

3.2 Increase internal provision. This would incur a greater cost than external provision delivered via a block contract. The capacity required could not be developed within the timescales required. Further risks are involved in internal provision, including absorbing the costs of vacancies and being committed to specific locations. Block contracting will provide better value for money. For these reasons, this option was rejected.

### **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

4.1 It is proposed to commission a block contract of 20 children's residential care placements with two external providers. The length of the contract is currently being explored. A longer contract, up to seven years, could benefit the Local

Authority by fixing costs and reducing the reliance upon future resources required to undertake additional procurement processes.

- 4.2 The estimated maximum cost can be met from the existing External Placements Budget.
- 4.3 The arrangement would generate savings which would contribute to the Big Ticket Savings already included in the Medium Term Financial Plan.
- 4.5 No additional budget is required to implement the block contract, as the costs of the contract will be met through the existing External Placements Budget. This will require a commitment for a maximum amount from this budget to be allocated for the block contract annually.
- 4.6 Financial comments, provided by Finance Analyst Steve Lynk, are contained within exempt appendix 3.

## **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

- 5.1 There are no Crime and Disorder implications.
- 5.2 **Legal Observations:** This report proposes a tender for the block purchase of children's residential care places. This type of social services is currently classified as a Part B service under the Public Contracts Regulations 2006 (as amended) and the procurement rules only apply in a very limited way. However the City Council must comply with the general duties under the EU treaty to ensure equal treatment and non-discrimination. The report states that a tender will be undertaken and the Legal Services and Procurement teams will provide advice to the Early Intervention Directorate to help them meet these duties. As the proposal is for a seven year contract term the City Council should include appropriate break and termination provisions. The EU has adopted new procurement directives. The UK Government is proposing to transpose the directives into law in England and Wales by the end of 2014. The Early Intervention Directorate need to be aware that if the procurement is not commenced until later in the year it may be subject to the new rules. Legal Services will discuss with the Early Intervention Directorate the potential impact of the procurement directive and new regulations. (Advice provided by Andrew James Team Leader, Contracts and Commercial 19 June 2014)

## **6 SOCIAL VALUE CONSIDERATIONS**

- 6.1 Consideration has been given to how the services being commissioned could improve the economic, social and environmental well-being in Nottingham. By virtue of the type of services being commissioned, social improvements are expected to be delivered, particularly for the children and young people receiving the services, but also for the wider economic well-being of Nottingham.
- 6.2 It is anticipated that improved outcomes for Nottingham's Looked After population will be achieved by enabling an increased number of children and young people to remain living locally in high quality care provision.
- 6.3 There is potential to create increased employment opportunities for local citizens due to residential care provision either being established or expanding in the Greater Nottinghamshire area.

6.4 Considerations to support compliance with the Public Services (Social Value) Act 2012, will be embedded throughout the procurement process.

## **7 REGARD TO THE NHS CONSTITUTION**

7.1 Not applicable

## **8 EQUALITY IMPACT ASSESSMENT (EIA)**

8.1 An EIA is attached (see appendix 2)

## **9 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)**

9.1 NCC's Children in Care Placements Commissioning and Sufficiency Strategy

## **10 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT**

10.1 Minutes - Corporate Parenting Board, 31 March 2014

## **11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT**

11.1 Steve Lynk, Finance Analyst, [steve.lynk@nottinghamcity.gov.uk](mailto:steve.lynk@nottinghamcity.gov.uk)

11.2 Jo Pettifor, Strategic Procurement Manager, [jo.pettifor@nottinghamcity.gov.uk](mailto:jo.pettifor@nottinghamcity.gov.uk)

11.3 Julie Herrod, Procurement Officer, [julie.herrod@nottinghamcity.gov.uk](mailto:julie.herrod@nottinghamcity.gov.uk)

11.4 Andrew James, Team Leader, Legal Services,  
[andrew.james@nottinghamcity.gov.uk](mailto:andrew.james@nottinghamcity.gov.uk)

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**Nottingham**  
**City Council**

# **Children in Care Placements - Commissioning and Sufficiency Strategy**

**A Strategic Approach to the Commissioning  
of Children in Care Placements**

**2014 - 2016**

**“Getting it right first time, on time, every time”**

**Early Intervention and Market Development, Quality and Commissioning,  
Children and Families, Nottingham City Council**

## Table of Contents

<b>Title</b>	<b>Page</b>
Vision and Commitment .....	3
Background and Purpose .....	4
Market Position and Sufficiency.....	5
Commissioning Direction.....	6
Quality Assurance.....	9
Implementation Plan.....	10
Appendix One: Cohort and Market Analysis .....	12

## Vision and Commitment

In line with the Nottingham City Council Plan and the Children and Young People's Plan, the overarching ambition of this Strategy is to ensure that all children and young people are given the best start in life and have the opportunity to thrive and achieve.

### The Vision - Getting it right first time, on time, every time

Nottingham City Council will provide every child and young person with the best possible placement, which meets their needs, wishes and feelings and provides them with the opportunity to thrive and achieve.

Nottingham City Council will drive a dynamic, outcomes-focused, child-centred placement market, which offers good value, quality and choice, to ensure that the right placement is found the first time, on time, every time.

### The Commitment

**For all of our children and young people, Nottingham City Council commits to:**

- ✓ Secure the best possible placement for every child and young person, in an open market, with consistent application of processes and standards across internal and external provision.
- ✓ Place a minimum of 90% (fostering) and 80% (residential) of children and young people 'locally'. For those placements made outside of the local area, Nottingham City Council will ensure that the same levels of monitoring and quality standards are applied.
- ✓ Articulate to providers what excellent outcomes look like for each child and young person and explore incentives for over-achievement.
- ✓ Measure children and young people's outcomes using a standardised approach across all placements, ensuring an understanding of what does and does not work and acknowledging when something needs to change.
- ✓ Listen to children and young people and maximise opportunities for their feedback to inform and influence service delivery.
- ✓ Provide quality, standardised 'life skills' development support and entitlements for young people transitioning into independence.
- ✓ Implement effective early intervention, for example;
  - Financial commitment where a specialist/therapeutic placement is required, for a period of time determined by a qualified professional
  - Ensure that all eligible young people are engaged in the Family Nurse Partnership
  - Escalate and recommend change when a young person has experienced multiple placement breakdowns
- ✓ Implement robust commissioning, contract and quality assurance processes.

## Background and Purpose

Nottingham is a vibrant City with a diverse population of approximately 305,700. It is a city of business and enterprise, learning and science, and sport and culture. Nottingham, like other cities, still faces challenges. The population has increased by 14% over the last 10 years, driven largely by increasing student numbers, a higher birth rate, and international migration. The proportion of the population from Black Minority Ethnic (BME) communities is now at 35%, almost double what it was a decade ago, with the population of under 18's being even more diverse.

High levels of deprivation and disadvantage in some parts of the City, has led to Nottingham being ranked as the 20th most deprived out of 326 local authority districts. The percentage of children living in poverty has fallen slightly over recent years but still stands at over 35% (equating to over 19,500 children under 16 years). The socio-economic factors of the City; deprivation, unemployment, domestic abuse, alcohol and substance misuse, all impact on the volume and complexity of needs presented by children and young people.

In September 2013, there were 584 children and young people in the care of Nottingham City Council. The cohort has been increasing at an average rate of 3.9% each year, against a national average rate of 2%. Although the rates are higher than both national and regional rates, they are slightly lower than comparator authorities. Legislative changes, including the Legal Aid, Sentencing and Punishment of Offenders Act (LASPO) and the Southwark Judgement have also impacted upon demand.

Much of the changes in demographics, such as increasing population, rising birth rate, and international migration, show little signs of reversing in the short term. Nottingham City Council has actively responded to the increasing demand and financial pressures. In 2011, the Placement Service was restructured to increase dedicated capacity to implement more robust processes and arrangements, review all placement packages and build more effective provider relations. This has led to greater value for money, increased transparency of services and quality delivered, and improved market management.

The East Midlands Regional Provider Framework was implemented in April 2011. The Framework established a formalised agreement between participating local authorities and independent providers and has brought about multiple benefits, including; efficiencies, shared risk, buying power, market influence and information and resource sharing. The current Framework expires in March 2015.

The combination of all of these factors; growing and changing demand, financial pressures, legislative changes, learning from Serious Case Reviews nationally and the expiring Framework, means that the need for a formalised Commissioning and Sufficiency Strategy is timely and critical.

Led by the Quality and Commissioning Directorate, and owned by City partners as a whole, this Strategy determines the way the City commissions CiC placements, informed by current and anticipated sufficiency requirements. It lays out the City's vision and commitment to all children and young people requiring a care placement and details the minimum standards, commissioning plans and accelerated strands for the placement market.



## Market Position and Sufficiency

Analysis undertaken into the CiC cohort provides detailed insight into the City's sufficiency requirements, revealing the market strengths, weaknesses, gaps and opportunities, and enabling commissioners to determine how much of what type of provision the City requires. *Appendix One provides an overview.*

### Key Market Messages

- Each year there are over 600 new CiC placements made. Typically 250-300 of these are children and young people entering care, with the remainder being moves between existing placements.
- The number of CiC continues to increase at an average annual rate of 3.9%.
- Limited availability across all placement provision is restricting choice and matching prioritisation, particularly with local provision.
- Meeting and effectively de-escalating the needs of the most complex children and young people is becoming increasingly challenging.
- Continued local authority financial pressures require innovative solutions to ensure the City sufficiently meets demand.
- The Regional Provider Framework comes to a close in March 2015 (fees are fixed until then). Clear direction is required to inform the refresh and development of the Framework.

### ✘ Weaknesses and Gaps

- Insufficient availability of local provision - specialist residential, solo and dual residential, complex fostering, semi independent accommodation and support, emergency provision
- Some inconsistencies in the application of processes and monitoring standards across internal and external provision
- Inconsistent transition support to independence, between placements and rehabilitation home
- Insufficient use of Staying Put arrangements
- Provision for vulnerable Care Leavers who do not meet the threshold for adult services, but are not ready to secure their own tenancy at 18
- Insufficient expert knowledge of what does and does not work (e.g. most appropriate placement model for victims/perpetrators of sexual abuse)
- Limited financial resources
- Lack of incentives for providers to ensure excellent outcomes for children and young people in their care

### ✔ Strengths and Opportunities

- East Midlands Regional Provider Framework – opportunity to build upon success of the current Framework and inform the developments of the new Framework
- Placement Service capacity: quality assurance, contract compliance, strategic oversight, opportunity for innovation
- Effective provider relations and opportunity for improved market management
- Stakeholder engagement/senior management buy-in

- Improved Quality Assurance Framework
- Improved transition planning and support to independence, between placements and rehabilitation to family
- Further integration of Health, Education and Social Care
- Maximised local placement availability, enabling an increased number of CiC to be placed locally

## Commissioning Direction

To ensure choice and diversity and to avoid monopolies, Nottingham City Council (NCC) will operate within a mixed economy of internal and external provision, commissioned through framework, spot and block purchasing arrangements, some of which will be regional and issues based. Placements will be made according to what placement can best meet the needs of the child or young person. To ensure this, there will be a consistent application of processes across internal and external provision.

All commissioning will be strategic and needs-led, with robust procurement and contracting functions embedded. Collaboration between partners, commissioners, the market and children and young people, will ensure a market which is truly fit for purpose. NCC will continue to build upon strategic relationships with neighbouring local authorities to achieve greater regional and sub-regional collaboration and identify future areas for issues/tactical based commissioning. Work to further integrate Health, Education and Social Care through joint planning and funding will sustain shared accountability and inter-agency cooperation, drive efficiencies and prevent duplication.

Significant work has been undertaken to reduce costs and ensure value for money. Whilst this will continue to be a focus, the priority remains to drive up quality and ensure early intervention leading to de-escalation of need and greater placement stability for better outcomes for our children and young people.

### Market Development

To effectively shape the market, Nottingham City Council will maintain a strong visible presence and consult directly with the market, articulating a clear direction for what is required internally and externally to best meet the needs of our children and young people. The market must be;

- Composed of the optimum number, sector and size of providers. A mix of small, medium and large organisations from the public, private, voluntary and not for profit sectors, to achieve variety, sustainability and avoid monopolies
- Dynamic, flexible and responsive - proactively adapting to changing demand and need
- Person-centred and outcomes-focused
- Efficient, effective and value for money

### **Placing Our Children Locally**

Nottingham City Council defines a 'local' placement as anywhere within the boundaries of a 20 mile radius from Nottingham City Centre. Securing a local placement will take into consideration maintaining a young person's educational, health, social and cultural connections and access to resources.

Nottingham City Council will strive to secure the most appropriate placement available for each child and young person. Where appropriate, the priority will be for all children and young people to remain living locally. This will be achieved through short, medium and long term strategies to maximise local provision availability. Where it is not possible to secure a local placement, the remaining matching criteria for a young person will be prioritised and the Local Authority will evidence that it has done all that is reasonably practicable to secure a suitable placement.

A mapping exercise, detailing all local care placement provision against availability and use, revealed that a significant proportion of local placements are being commissioned by other local authorities. NCC will collaborate with the provider market and with regional local authorities to ensure that the use of local placements for local children and young people is maximised. In the short term, this will include improved co-ordination and advanced placement planning, alongside some retained arrangements, where appropriate. In the medium to long term this will include block contract arrangements and plans for increased local placement capacity.

### **East Midlands Regional Provider Framework**

Implemented in April 2011, the Framework has brought about a number of benefits including; efficiencies, shared risk, buying power, market influence and information and resource sharing. It is Nottingham City Council's intention to remain in the Framework following its expiration in March 2015. NCC will inform the refresh and development of the Framework, promoting more dynamic arrangements which;

- Enable new providers to join throughout the life of the contract
- Support smaller, local providers to increase choice and avoid monopolies by larger providers
- Allow flexibility to encourage innovation and improvement over the life of the contract
- Ensures a true multi-agency approach, through greater integration of Health and Education

### **Block Contracting**

Nottingham City Council will embark upon block contracts which guarantee business to a number of providers across a portfolio of provision, securing reduced fees, assured availability and forward planning for the local authority and provider. The following will be considered for block contracts;

Fostering: local fostering for 'complex' children and young people, remand foster carers (sub regional collaboration).

Residential: local solo and dual homes for young people with emotional and behavioural difficulties, semi independent accommodation and support

### **Spot Purchasing**

Spot purchased provision will be commissioned for services that are not consistently required or where there has been no previous or predicted demand e.g. parent and child assessments, rare/specific disability/health need.

### **Accelerated Strands**

- ⇒ Defined 'local' provider, ensuring appropriate geographical boundaries which maintain appropriate attachments and enable easy access to local services and resources
- ⇒ Maximised local placement availability (internal and external), enabling an increased number of CiC to be placed locally
- ⇒ Improved Quality Assurance Framework
- ⇒ Remand fostering pilot (sub-regional collaboration)
- ⇒ Define what early intervention looks like for our most complex young people
- ⇒ Explore dynamic block contracts for external residential and semi independent placements
- ⇒ Explore dynamic block contracting of local foster carers in the external market
- ⇒ Secure emergency placement provision
- ⇒ Standardised 'life skills' development support and entitlements for young people transitioning into independence
- ⇒ Complex cohort provision (e.g. defining the most appropriate placement model for victims/perpetrators of sexual abuse)
- ⇒ Capture themes emerging from ongoing quality assurance activity (e.g. how to incentivise excellent outcomes for the child/young person)

## Quality Assurance

Through a robust Quality Assurance Framework, Nottingham City Council will ensure that all children and young people are accessing high quality, value for money care placements. Consistent application of processes will be applied to internal and external provision impartially.

Minimum standards detailing what constitutes a good quality placement will feed into service specifications and lay a benchmark for providers applying to care for Nottingham's children and young people. Elements of the criteria will be specific to the type of placement being required (e.g. therapeutic) and will recognise particularly vulnerable cohort (e.g. young people experiencing teenage pregnancy and child sexual exploitation).

A Red, Amber, Green (RAG) rated system for monitoring providers will determine the level and frequency of quality assurance visits undertaken by the Placement Service. A set of criteria, factoring in performance, business viability, Ofsted judgements, history and complexity of current placements, will determine whether a provider is rated as Red, Amber or Green.

It is Nottingham City Council's ambition to only place with Ofsted judged 'Good' and 'Outstanding' providers. A formalised protocol to address what action should be undertaken when a provider receives an 'Inadequate' Ofsted judgement will be established. This will build upon current practice which sees an assessment of the appropriateness for a young person to remain in placement, increased monitoring visits and close liaison with the provider and Social Care. This protocol will form part of a suite of Placement Service Protocols to address;

- a provider receiving an 'Inadequate' or 'Adequate' Ofsted judgement
- concerns around a providers' financial viability
- decline in provider quality
- spot purchasing of a non-vetted provider
- authorisation of Out of Area placements
- managing a placement contract

The voice of children and young people will tangibly inform service planning and delivery, through actively capturing their views and feedback. The Placement Service intends to recruit a young apprentice with experience of the care system to support with quality monitoring responsibilities.

### **Improved Outcomes**

Improving outcomes for our children and young people is the ultimate objective of this Strategy. Nottingham City Council intends to build upon current practice for measuring and monitoring outcomes by moving to a standardised model, allowing a young person's progress to be accurately monitored throughout their time in care. This will be developed by experts from a provider, commissioner and young person perspective and will support regional discussion.

→→→ Placement Commissioning and Sufficiency Strategy - Implementation Plan →→→

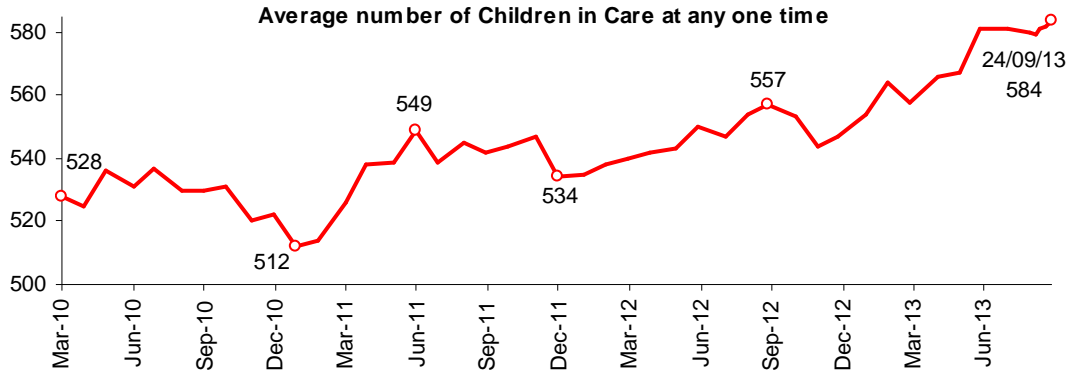
<b>August - September 2013</b>	
<b>Cohort and Market Analysis</b>	<ul style="list-style-type: none"> <li>➤ Identify the profile of the current cohort, articulating volume and need in order to predict demand and shape the market. <i>(Overview of findings included in Appendix One)</i></li> <li>➤ Clarify market strengths, weaknesses, gaps and opportunities</li> </ul>
<b>October 2013</b>	
<b>Local Market Mapping</b>	<ul style="list-style-type: none"> <li>➤ Map all local care placement provision, alongside availability and use. Use to explore options for Nottingham City Council to maximise the use of local resources <i>(A map maintained by the Placement Service will be used to measure progress)</i></li> </ul>
<b>November 2013</b>	
<b>Quality Assurance Framework</b>	<ul style="list-style-type: none"> <li>➤ Initiate the refresh of the Quality Assurance Framework <i>(RAG rated providers, monitoring visit rota, quality standards and criteria)</i></li> </ul>
<b>December 2013</b>	
<b>Draft Placement Commissioning and Sufficiency Strategy</b>	<ul style="list-style-type: none"> <li>➤ Draft Strategy to determine a strategic approach to the commissioning of CiC placements, informed by current and anticipated sufficiency requirements</li> <li>➤ Draft Placement Service Protocols developed</li> <li>➤ Agree a vision for the Placement Service and a set of commitments to children and young people</li> <li>➤ Ensuring appropriate geographical boundaries which maintain appropriate attachments and enable easy access to local services and resources</li> </ul>
<b>Placement Service Protocols</b>	
<b>Placement Service Vision and Commitments</b>	
<b>Defined 'Local' Boundaries</b>	
<b>January 2014</b>	
<b>Placement Commissioning</b>	<ul style="list-style-type: none"> <li>➤ Draft Strategy out for consultation.</li> </ul>

<b>and Sufficiency Strategy</b>  <b>Regional Provider Framework Review</b>  <b>Quality Assurance Standards</b>	<ul style="list-style-type: none"> <li>➤ Commence working group to refresh and develop the East Midlands Regional Provider Framework, ahead of its expiration in March 2015</li> <li>➤ Quality assurance standards agreed</li> </ul>
<b>February 2014</b>	
<b>Remand Foster Care Pilot</b>  <b>Quality Assurance Framework</b>  <b>Young Person Input</b>  <b>Market Development</b>	<ul style="list-style-type: none"> <li>➤ Implementation of a six month sub-regional pilot for the foster care of remanded young people</li> <li>➤ Quality Assurance Framework agreed</li> <li>➤ Establish methods for collating and utilising children and young people's feedback to inform service delivery. Pursue recruitment of a young apprentice with experience of the care system</li> <li>➤ Market Development Plan and timeline established</li> </ul>
<b>March 2014</b>	
<b>Implementation of Placement Commissioning and Sufficiency Strategy</b>  <b>'Life skills' Support and Entitlements</b>	<ul style="list-style-type: none"> <li>➤ Implementation of market development and procurement activity, and Placement Service Protocols</li> <li>➤ Agreed standardised 'life skills' development support and entitlements for young people transitioning into independence</li> </ul>
<b>April 2014 – March 2015</b>	
<ul style="list-style-type: none"> <li>➔ <b>Market development and procurement activity</b></li> <li>➔ Continued implementation of the Placement Commissioning and Sufficiency Strategy</li> <li>➔ Develop regional local authority collaboration</li> <li>➔ Develop sub-regional tactical/issue based commissioning</li> <li>➔ Develop Health and Education collaboration</li> </ul>	
<b>April 2015 - Commence new Regional Framework arrangements</b>	

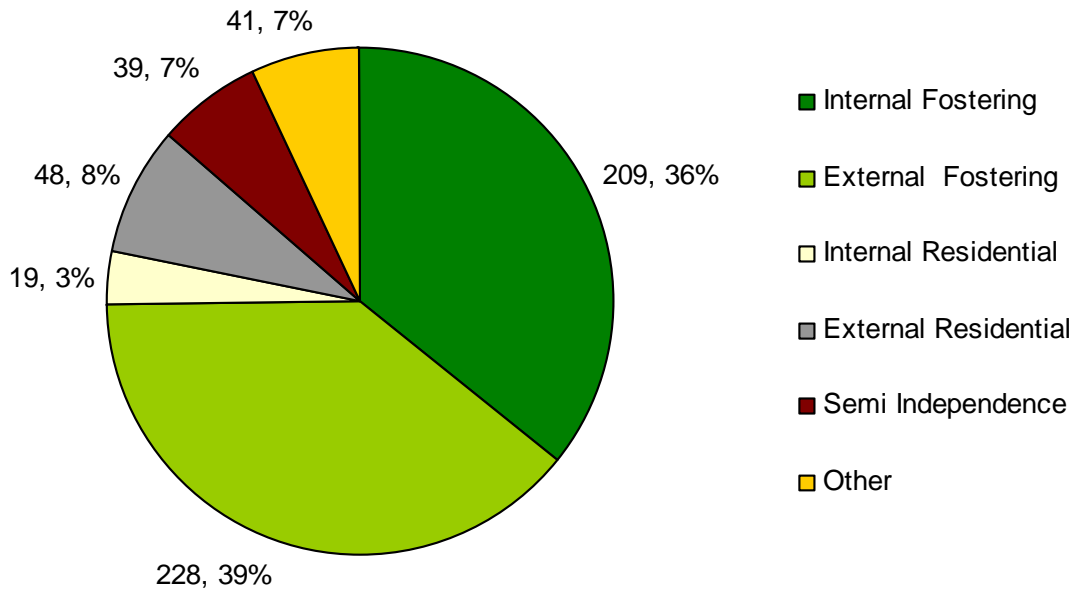
APPENDIX ONE

The Current Market

Placement Volume and Type



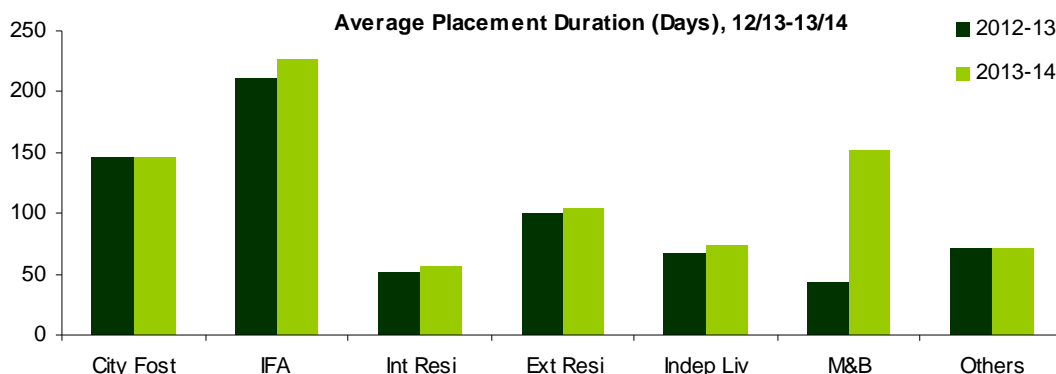
In September 2013, there were 584 children and young people in the care of Nottingham City Council, placed in following provisions;



Each year there are over 600 new CiC placements made. Typically 250-300 of these will be children and young people entering care, with the remainder being moves between care placements.



## CiC Placement Average Duration



## Placement Stability

At the end of March 2013, 5% of CiC placed in internal fostering, had three or more placements in the previous year, compared to 4.5% of those placed externally. In residential, 54% of CiC placed internally had three or more placements in the previous year, compared to 46% of those placed externally.

These figures provide an indication of short term placement stability. Longitudinal research is required to look at long term placement stability. To provide context, it should be noted that the external market caters for a higher proportion of complex needs, which will impact upon stability statistics.

## Commissioning Methods

Nottingham City Council commissions a mixture of internal and independent placement provisions via formal framework arrangements, block contracts and spot purchasing.

	Internal	External Framework	External Spot Purchase
<b>Fostering</b>	51%	48%	1%
<b>Residential</b>	27%	46%	27%
<b>Semi Independence</b>	26%	28%	46%

The needs of the young person will drive the placement search. Once accommodation has been agreed by Social Care senior management, the Placement Service then trawl the internal market for a suitably matched vacancy. If there are no internal vacancies which can meet the needs of a young person, the search will then be extended to framework providers. Only if there are still no suitable vacancies, will the Placement Service consider spot purchasing from a non-framework provider.

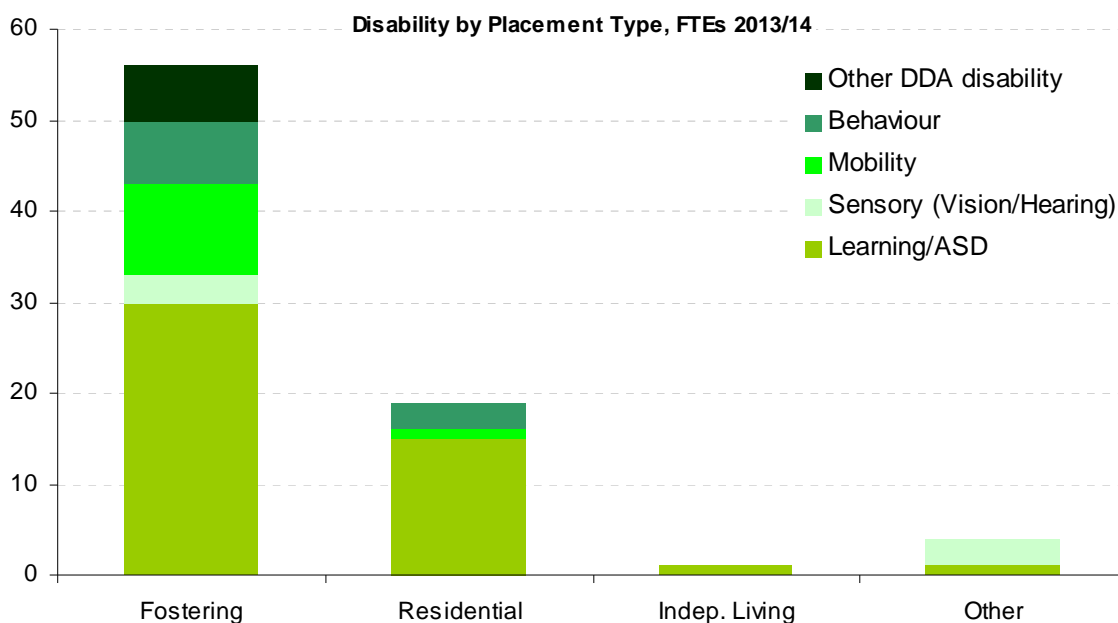
## Placement Need

	Need Level	Fostering FTE	Fostering %	Residential FTE	Residential %
2012/13	Core	384	90%	0	0%
	Enhanced	29	7%	45	73%
	Complex	11	3%	16	27%
2013/14	Core	395	90%	0	0%
	Enhanced	32	7%	46	73%
	Complex	12	3%	17	27%

*\*Full Time Equivalent*

Between 2012/13 and 2013/14, there was an increase in the volume of fostering placements across all need levels, with the proportion of need remaining the same.

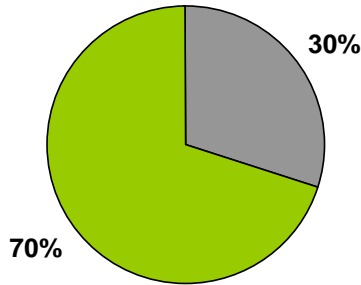
## Placement Requirements due to Disability



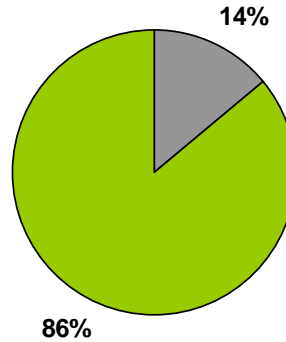
The percentage of CiC with a disability classification has reduced from 15% in 2012/13 to 14% in 2013/14. The cohort requiring specialist provision due to their disabilities is minimum, as the majority of these young people are able to be placed in 'mainstream' provision, with appropriate additional support being provided through universal services.

**Placement Location:**

**Residential**



**Fostering**



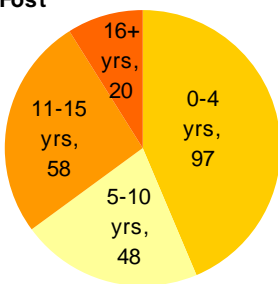
**Within 20 miles of the City Centre**
 **Outside 20 miles of the City Centre**

In comparison to other local authorities, Nottingham places more young people locally. Nottingham City Council defines 'local' as a placement within a 20 mile radius of the City Centre. NCC will strive to increase the percentage of young people placed in local foster placements to a minimum of 90% and increase the percentage of young people placed in local residential placements to a minimum of 80%.

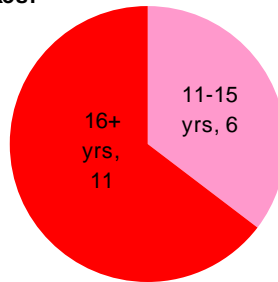
**Age and Gender**

**Age:**

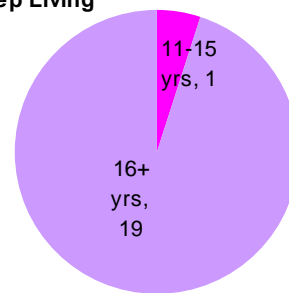
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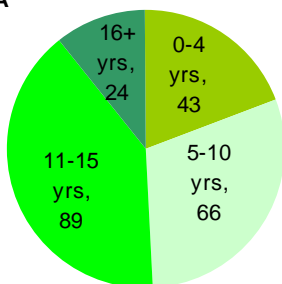
**Int Resi**



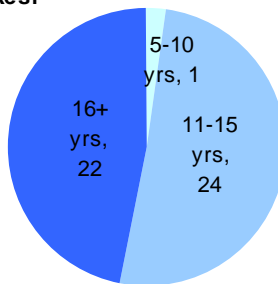
**Indep Living**



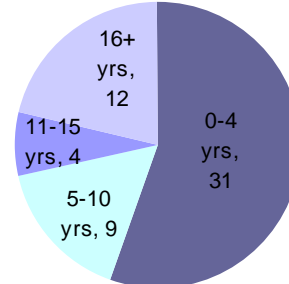
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**Ext Resi**



**Others**

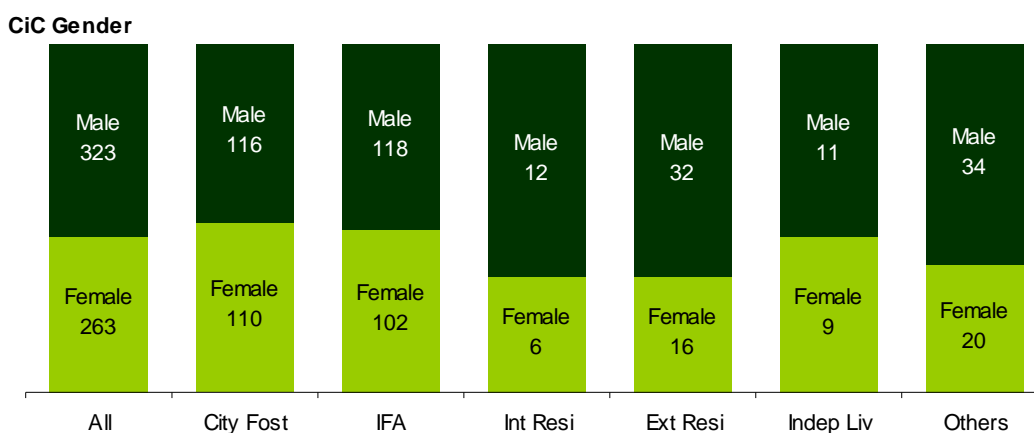


Count of Child ID	Gender (Snapshot at 01/04/2012)			
Age	Female	Male	Total	%
0-4	62	54	116	21%
5-10	63	61	124	23%
11-15	61	67	128	24%
16+	75	97	172	32%
Grand Total	261	279	540	100%

Count of Child ID	Gender (Snapshot at 30/08/2013)			
Age	Female	Male	Total	%
0-4	83	85	168	29%
5-10	59	67	126	22%
11-15 years	82	93	175	30%
16+	41	72	113	19%
Grand Total	265	317	582	100%

Snapshots taken from 2012 and 2013 demonstrate that the percentage of CiC aged 16+ years has reduced from 32% to 19%. The percentage of CiC aged 0-4 years has increased from 21% to 29%. The percentage of CiC aged 11-15 years has increased from 24% to 30%.

## Gender:



Although the overall gender split has remained relatively even (46% female, 54% male), there has been an 8% decrease in female CiC aged 16+.

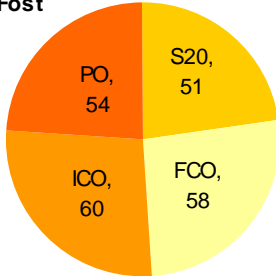
These statistics highlight that the market needs to be flexible year on year. It needs to be responsive, proactively adapting to the changing demand and need.

# Legal Status

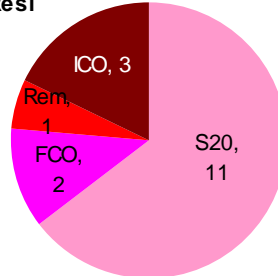
CiC Legal Status - All



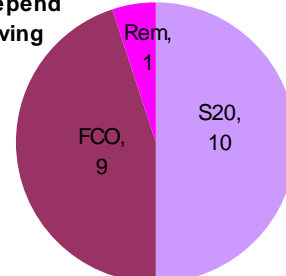
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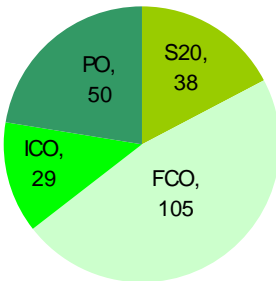
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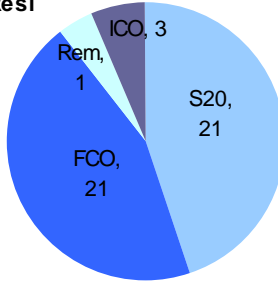
Independ Living



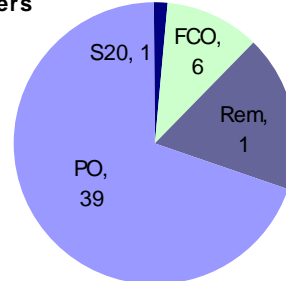
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Ext Resi



Others



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Equality Impact Assessment Form

**Name and brief description of proposal / policy / service being assessed**

A Strategic Review into Nottingham City's Children in Care Placement Market has identified opportunities to respond to current and emerging market challenges. Included amongst these, is a recommendation for a block contract of 20 children's residential care placements (with two external providers) within a 20 mile radius of the City Centre. This arrangement has the potential to achieve improved outcomes by ensuring that a greater number of children and young people are placed locally, and will also enable the local authority to significantly reduce the current spend on residential care placements. The contract will be secured through an open procurement process and managed by the Strategic Procurement Team.

**Information used to analyse the effects on equality**

This proposal contributes to Nottingham City's statutory duty to secure sufficient accommodation for its Looked After children and young people. The service itself already exists and there are therefore no new equality impact considerations. The proposal is to change the way in which the service is commissioned, not the service itself.

A period of consultation was undertaken with the internal and external provider market. The consultation process invited participation, asking colleagues, partners and providers for feedback and comments to help shape the plan for implementation. No equality concerns were identified.

The recommendations have been approved by the following NCC governance forums; Children and Families Leadership Team, Children and Families Big Ticket Programme Board and the Corporate Parenting Board.

The contract will be secured through an open procurement process and managed by the Strategic Procurement Team, who has a duty to ensure that all procurement processes are fair, transparent and non-discriminatory. The tender process will be openly advertised to the market and allow appropriate timescales to ensure that all providers have an equal opportunity to respond.

The service specification will be written in a way which will be inclusive, to encouraging a wide variety of providers to apply. Providers will be asked to demonstrate how they will effectively meet the needs of the City's Children in Care, which will include an understanding of the issues affecting young BME people in care.

Pages

	Could particularly benefit (X)	May adversely impact (X)	How different groups could be affected: Summary of impacts	Details of actions to reduce negative or increase positive impact (or why action not possible)
People from different ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<b>Men, women (including maternity/pregnancy impact), transgender people</b> An increase in local residential care provision has the potential to create employment opportunities for local citizens.  <b>Other (e.g. marriage/civil partnership, looked after children, cohesion/good relations,</b>	The proposal will comply with the European Union Procurement Directives, the Public Services (Social Value) Act 2012 and NCC's Contract Procedure Rules and Financial Regulations to ensure it is fair, transparent and non-discriminatory.
Men, women (including maternity/pregnancy impact), transgender people	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Disabled people or carers	<input type="checkbox"/>	<input type="checkbox"/>		
People of different faiths/beliefs and those with	<input type="checkbox"/>	<input type="checkbox"/>		

Equality Impact Assessment Form

none.			<b>vulnerable children/adults)</b> Nottingham City's Looked After Children will particularly benefit from the proposal. The block contract arrangement will guarantee placement availability within a 20 mile radius of Nottingham City Centre, enabling an increased number of children and young people to be placed closer to their home.	The contract will be secured through an open procurement process and managed by the Strategic Procurement Team, who has a duty to ensure that all procurement processes are fair, transparent and non-discriminatory. The tender process will be openly advertised to the market and allow appropriate timescales to ensure that all providers have an equal opportunity to respond.  The service specification will be written in a way which will be inclusive, to encouraging a wide variety of providers to apply. Providers will be asked to demonstrate how they will effectively meet the needs of the City's Children in Care, which will include an understanding of the issues affecting young BME people in care.  Legal advice will be sought as appropriate throughout the tendering process.
Lesbian, gay or bisexual people	<input type="checkbox"/>	<input type="checkbox"/>		
Older or younger people	<input type="checkbox"/>	<input type="checkbox"/>		
Other (e.g. marriage/civil partnership, looked after children, cohesion/good relations, vulnerable children/adults)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

Page 64

**Outcome(s) of equality impact assessment:**  
 No major change needed  Adjust the policy/proposal  Adverse impact but continue  Stop and remove the policy/proposal

**Arrangements for future monitoring of equality impact of this proposal / policy / service:**  
 To be reviewed at each stage of the procurement process.

Approved by (manager signature): Joy Chambers, Placement Service Manager, Early Intervention Directorate, [joy.chambers@nottinghamcity.gov.uk](mailto:joy.chambers@nottinghamcity.gov.uk), 0115 8765025

Date sent to equality team for publishing: 20.06.14



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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