



NOTTINGHAM CITY COUNCIL
COMMISSIONING AND PROCUREMENT SUB-COMMITTEE

Date: Tuesday, 9 July 2019

Time: 10.00 am

Place: LH 0.06 - Loxley House, Station Street, Nottingham, NG2 3NG

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

Corporate Director for Strategy and Resources

Governance Officer: Phil Wye **Direct Dial:** 01158764637

- 1 APOLOGIES FOR ABSENCE**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES** 3 - 8
Minutes of the previous meeting held on 11 June 2019, for confirmation.
- 4 VOLUNTARY AND COMMUNITY SECTOR UPDATE** To Follow
- 5 CARE HOMES COMMISSIONING PROPOSAL** 9 - 24
Report of the Corporate Director for Strategy and Resources and the Corporate Director for Children and Adults
- 6 COMMISSIONING INTENTIONS 2019-20** 25 - 42
Report of the Corporate Director for Strategy and Resources and the Director of Commissioning and Procurement

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE GOVERNANCE 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

CITIZENS ARE ADVISED THAT THIS MEETING MAY BE RECORDED BY MEMBERS OF THE PUBLIC. ANY RECORDING OR REPORTING ON THIS MEETING SHOULD TAKE PLACE IN ACCORDANCE WITH THE COUNCIL'S POLICY ON RECORDING AND REPORTING ON PUBLIC MEETINGS, WHICH IS AVAILABLE AT WWW.NOTTINGHAMCITY.GOV.UK. INDIVIDUALS INTENDING TO RECORD THE MEETING ARE ASKED TO NOTIFY THE GOVERNANCE OFFICER SHOWN ABOVE IN ADVANCE.

NOTTINGHAM CITY COUNCIL

COMMISSIONING AND PROCUREMENT SUB-COMMITTEE

**MINUTES of the meeting held at Loxley House, Nottingham on 11 June 2019
from 10.02 am – 10.50 am**

Membership

Present

Councillor Sam Webster (Chair)
Councillor Cheryl Barnard
Councillor Eunice Campbell-Clark
Councillor Adele Williams

Absent

Councillor Sally Longford

Colleagues, partners and others in attendance:

Amy Goulden	- Community Cohesion Senior Manager
Steve Oakley	- Head of Contracting and Procurement
Christine Oliver	- Head of Commissioning
Noel Oxford	- Refugee Resettlement Support Officer
Phil Wye	- Governance Officer

Call-in

Unless stated otherwise, all decisions are subject to call-in. The last date for call-in is 19 June 2019. Decisions cannot be implemented until the working day after this date.

1 APPOINTMENT OF VICE-CHAIR

RESOLVED to appoint Councillor Cheryl Barnard as Vice-Chair for the 2019/20 municipal year

2 APOLOGIES FOR ABSENCE

Councillor Sally Longford – personal reasons

3 DECLARATIONS OF INTEREST

None.

4 MINUTES

The minutes of the meeting held on 12 March 2019 were confirmed as a correct record and signed by the Chair.

5 PROCUREMENT OF FOSTERING AND CHILDREN'S RESIDENTIAL PLACEMENTS FOR CHILDREN IN CARE

Steve Oakley, Head of Contracting and Procurement, introduced the report detailing a new contract and purchasing mechanism for independent fostering and residential services for children in care.

RESOLVED to

- (1) approve to procure a framework for the provision of independent fostering in partnership with the D2N2 councils, with procurement carried out by Nottinghamshire County Council;**
- (2) approve to procure a framework for the provision of independent children's homes in partnership with the D2N2 councils, with procurement carried out by Nottinghamshire County Council;**
- (3) delegate authority to the Director of Children's Integrated Services to approve the outcome of the tenders (in partnership with the D2N2 councils) and award contracts to secure best value, in consultation with the Portfolio Holder for Early Intervention & Early Years;**
- (4) delegate authority to the Head of Contracting and Procurement to sign contracts arising from the tender process once the tender outcome is agreed;**
- (5) delegate authority to the Head of Contracting and Procurement to sign any inter Local Authority partnership agreement that may be required to set out the legally binding relationship and inter-dependencies between Nottingham City, Derby City, Derbyshire County and Nottinghamshire County Councils;**
- (6) approve the maximum expenditure from the Children's Placement Service budget in line with the predicted amount noted under total value of decision, which is based on 2018/19 prices.**

Reasons for decision

The EMRCF expires in January 2020 and a new arrangement will be required, as Nottingham City Council has a statutory duty to provide appropriate placements for children in care.

The D2N2 councils all experience the same shortages of both fostering and residential placements that meet the specific needs of some of our most vulnerable children and young people, and whilst the EMRCF has provided a mechanism to purchase a high volume of placements, it has not developed the regional market in line with the emerging needs of our children and young people.

NCC Children's Placement Service, and those in the other D2N2 councils wish to engage with the market in a more collaborative way, asking for more flexible and bespoke solutions to meet the needs of our more complex children and young people.

Operating frameworks over the smaller, sub-regional geography will allow us to develop the market over time, running subsequent procurement exercises to contract with providers to deliver against specific needs. These frameworks will allow us to work more closely with those providers that are ready to align their business development plans with meeting the needs of D2N2 children in care. This could represent a significant change in the way we work with the external market for fostering and residential care, and could prove a much more effective way to meet the needs of our most complex children and young people.

By operating our frameworks within the D2N2 footprint we aim to place an ever increasing proportion of our children and young people in 'local' fostering and residential placements (in this context local is accepted as being within 20 miles of Nottingham city centre). Over time we will work towards our aim of placing all Nottingham City children in care within the D2N2 footprint, unless specific care plans require a young person to take a placement outside of that area.

Other options considered

Nottingham City Council could commission fostering and residential placements as a single council either via framework contracts or spot-contracting but this would reduce the influence we have over sufficiency, quality and price.

6 VULNERABLE PERSONS' RESETTLEMENT SCHEME (VPRS) -- FUNDING EXTENSION

Noel Oxford, Refugee Resettlement Project Officer, introduced the report on the managed migration scheme providing casework and orientation support to resettled refugees fleeing the Syrian civil war in Nottingham and South-West Nottinghamshire.

RESOLVED to

- (1) roll forward the existing grant-funding arrangement, and amend the current Service Level Agreement with Nottingham and Nottinghamshire Refugee Forum, to meet the needs of resettled refugees for up to 12 months, at a maximum value of £372,932.74 for the financial year 2019-20;**
- (2) undertake a concurrent Commissioning-led 'Make or Buy' review, in consultation with all existing stakeholders, and supported by colleagues in the Community Cohesion & Safety Service. To be funded from Resettlement Grant funds.**

Reasons for decision

Since September 2018, Community Cohesion & Safety has engaged in an array of consultation, learning and evaluation exercises with stakeholders at all levels of the service, in order to assess the effectiveness of delivery to date. These exercises combined with action learning have highlighted the gaps in the service as it currently exists, and have allowed us to agree a comprehensive specification for its redesign.

Community Cohesion & Safety therefore needs to consider and establish the best means to consult on and implement this redesign, through a Commissioning-led

'Make or Buy' review, and time to consider carefully all implications arising from the outcome of this (e.g. TUPE, re-tendering etc.). Therefore, Community Cohesion & Safety are requesting an extension of the current grant-aid agreement with Nottingham and Nottinghamshire Refugee Forum by up to one year, while these processes take place.

Other options considered

None

7 CRIME AND DRUGS PARTNERSHIP CONTRACT APPROVAL 2019/20

Christine Oliver, Head of Commissioning, introduced the report seeking delegating authority to the Director of Commissioning and Procurement to receive and collate grants and other funding for the Crime and Drugs Partnership (CDP).

It was reported that arrangements for the needle exchange have not been fixed and will be funded separately through a delegated decision. Councillors requested that this be prioritised and funded from the Public Health Grant.

Councillors asked for more oversight of services and detail on which Portfolio area they come under.

RESOLVED to

- (1) approve the anticipated receipt and expenditure of the Public Health Grant, Police and Crime Commissioner Grant, Nottingham City Council and partner contributions by the CDP in 2019/20 as set out in the exempt appendix to the report;**
- (2) delegate authority to the Director of Commissioning & Procurement to allocate anticipated funds for the above expenditure to the Head of Commissioning, as set out in the exempt appendix to the report;**
- (3) delegate authority to the Director of Community Protection to receive the budget and allocate the anticipated funds to providers, for the purpose of Office of Police and Crime Commissioner grant funding for serious youth and red thread.**

Reasons for decision

To ensure the Public Health, Police and Crime Commissioner, Nottingham City Council and partner contributions funding allocations are utilised to commission and contract with services in an appropriate way and in accordance with the correct legislation.

To allow for relevant and necessary commissioning and commissioned activity to continue in order to maintain service provision for the citizens and meet identified local need.

To enable timely contract variations, extensions and allocations to be made to services in order to deliver continuation of services in 2019/20.

Other options considered

To cancel the provision of the services. This is not considered an option due to the impact on the Crime & Drug Partnership overall aims to reduce crime, substance misuse and domestic and sexual violence.

8 PROCUREMENT STRATEGY 2018-23 YEAR END REPORT

Steve Oakley, Head of Contracting and Procurement, introduced the report presenting the outcomes and achievements delivered under the Procurement Strategy in its first year 2018-19.

RESOLVED to note the outcomes delivered under the Nottingham City Council Procurement Strategy 2018-23 in its first year (2018/19) as detailed in Appendix 1 of the report.

9 FUTURE MEETING DATES

RESOLVED to meet on the following Tuesdays at 10am:

2019

9 July
10 September
15 October
12 November
10 December

2020

14 January
11 February
10 March
14 April

10 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining items in accordance with Section 100(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.

11 CRIME AND DRUGS PARTNERSHIP CONTRACT APPROVAL 2019/10 - EXEMPT APPENDIX

RESOLVED to note the information contained in the exempt appendix

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Subject:	Care Homes Commissioning Proposal		
Corporate Director(s)/ Director(s):	Candida Brudenell, Corporate Director for Strategy and Resources Alison Michalska, Corporate Director for Children's and Adults		
Portfolio Holder(s):	Cllr Adele Williams, Cllr Webster		
Report author and contact details:	Clare Gilbert Commissioning lead Clare.gilbert@nottinghamcity.gov.uk 0115 8764811c		
Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Subject to call-in	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Reasons: <input checked="" 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 checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital		
Significant impact on communities living or working in two or more wards in the City	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Total value of the decision: £418.5 million			
Wards affected: All	Date of consultation with Portfolio Holder(s): 11/6/19 18/6/19		
Relevant Council Plan Key Theme:			
Strategic Regeneration and Development	<input type="checkbox"/>		
Schools	<input type="checkbox"/>		
Planning and Housing	<input type="checkbox"/>		
Community Services	<input type="checkbox"/>		
Energy, Sustainability and Customer	<input type="checkbox"/>		
Jobs, Growth and Transport	<input type="checkbox"/>		
Adults, Health and Community Sector	<input checked="" type="checkbox"/>		
Children, Early Intervention and Early Years	<input type="checkbox"/>		
Leisure and Culture	<input type="checkbox"/>		
Resources and Neighbourhood Regeneration	<input type="checkbox"/>		
Summary of issues (including benefits to citizens/service users):			
<p>A review has been undertaken into the provision of residential and nursing care homes. This work has been used to inform the development of a new specification for the procurement of care homes for Nottingham's most vulnerable citizens, where no other suitable options are available. The proposed new specification considers how Nottingham City Council and Nottingham and Nottinghamshire Clinical Commissioning Group will work with care homes to better support residents to live more independently, where this is possible and appropriate.</p> <p>This is a joint contract with Nottingham and Nottinghamshire Clinical Commissioning Group (CCG). It includes provision for older people, people with mental health problems, learning disabilities and autism as well as for those with long-term conditions or drug and alcohol issues.</p>			
Exempt information:			
None			
Recommendation(s):			
1. To approve the procurement of Residential and Nursing care services via a joint accreditation process with NHS Nottingham City. The contracts awarded will be for a term of up to 5+4 years depending on the commencement date. The contracts awarded to providers carry no guarantee of business during that time.			

- | |
|---|
| 2. To delegate authority to the Director of Commissioning and Procurement) to approve the outcome of the tenders and award contracts to providers as a result of the process. |
| 3. To delegate authority to the Head of Contracting and Procurement to sign the contracts arising from the tender process once the tender outcome is agreed. |

1 REASONS FOR RECOMMENDATIONS

- 1.1 The contract for Residential and Nursing Homes is due to end in on the 31st March 2020. This is in the form of an Accredited List utilising the Light Touch Regime. The current contract was jointly commissioned with Nottingham Clinical Commissioning Group utilising the standard NHS Contract. This enables placements to be jointly, or fully funded by the Clinical Commissioning Group (CCG). The performance management of the contract is undertaken by Nottingham City Council on behalf of the CCG for residential homes. The CCG performance manage registered nursing homes.
- 1.2 In order to effect a new contract, to continue to provide residential care to Nottingham citizens, Nottingham City Council will need to undertake a procurement process on behalf of its citizens.
- 1.3 The proposed model for procurement is to commission services through an Accredited List. This will require all current care home providers to complete an application process. By completing this process, the care homes are required to meet a minimum set of required standards and to be subject to regular council oversight. The accreditation process remains open so any new provider can be directed to apply for accreditation at any time.
- 1.4 Through the proposed accreditation process, failure to meet the criteria set out in the procurement process means failure to gain accreditation and NCC will not commission providers that are not accredited. However, providers can re-apply if they remedy the reason for failure, therefore promoting a culture of constant improvement of services.
- 1.5 The proposed new contract is a joint contract on behalf of Nottingham and Nottinghamshire Clinical Commissioning Group as well as Nottingham City Council. This means that citizens will be able to access residential care homes or nursing homes as required and that the same contract can be used, whether or not the citizen is entitled to health-funded care.

2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)

- 2.1 In 2017, Nottingham City Council supported just over two thousand citizens in residential (84%) or nursing (16%) care. 66% were placed in City care homes, 29% in the County and the remaining 5% were placed elsewhere. In the City there are 39 care homes.
- 2.2 Use of care homes is made up of 37% of citizens with a primary support reason of learning disability or mental health issues whilst the majority of residential and nursing provision is used for older people. This is primarily linked to frailty and dementia. Although the numbers are much lower, due to the complexity of the care required, the percentage of net spend on residential and nursing care for those with a primary support reason of learning disability or mental health issues makes up 65% of the total spend.
- 2.3 The total cost of residential and nursing care in 2018/19 commissioned by the City Council was c£67.207m. This cost comprises contributions from Nottingham City Council, health (including continuing healthcare) and citizens. This does not

include citizens who fully self-fund their care. Nottingham City Council contributed 72% of the cost of residential care. The remaining cost was met by citizen contributions (15%) and health (13%). These proportions were similar for nursing care in that Nottingham City Council contributed 69% of the overall cost with citizens and health contributing the remaining 21% and 10%, respectively. Nottingham City Council's contribution in 2018/19 was c£44.268m.

- 2.4 Population studies that assessed change in demand for care homes (Kingston, et al., 2017), estimated that up to 52% of citizens in residential and nursing care could be more suited to a more independent package of care. This was echoed in the local report undertaken by Newton Europe. This means that whilst future numbers of older people and working age adults with complex needs are likely to increase, future need is not estimated to increase beyond the current level of provision. In fact the demand for care home places in all categories is likely to decrease over the next decade.
- 2.5 The quality of care homes is evaluated by the Care Quality Commission (CQC) and through the annual service reviews undertaken by the City Council and CCG performance teams. The diagram below shows the quality scores for nursing and residential care homes in Nottingham City. Residential homes for older people show the greatest need for improvement.



- 2.6 The new specification for care homes is also informed by the Adult Social Care, Better Lives, Better Outcomes Strategy as well as reflecting the vision of the NHS Long Term Plan 2019. This supports people to live as independently as they can, and that where formal care and support is needed, to retain and restore independence. This means that no one will live in residential or nursing care unless all other options are exhausted. Where a care home is the right option this approach has implications for the expectations of care homes and how care is delivered. All citizens will be supported to maintain their independence and to be a part of their community. For working age adults, care homes will no longer be seen as a home for life. Instead, alternative options will be looked at including care at home, Extra Care, and Supported Living options.
- 2.7 There can be times when a care home will continue to offer the best care for younger adults:
- When it is not possible to place someone in his or her own accommodation right away, because the right accommodation or the

right support is not yet available. In these circumstances, someone may need an interim stay in a care home for up to two years.

- When there is an emergency where current care arrangements break down and a care home is the best short-term solution.
- Where the citizen lives at home with their family, but because of their level of need, the family requires a planned break from care.

2.8 There are existing arrangements in place with Nottinghamshire CCG by which the City Council procures residential and care homes on behalf of the CCG and performance manages residential provision on their behalf, including for health-funded placements. The CCG makes a financial contribution for contracts that the City Council manages on their behalf.

2.9 Many City Council citizens are placed in care homes in the County. Discussions have taken place with Nottinghamshire County Council around whether it is possible to develop one shared integrated specification. Given a range of differences that currently exist around; differing contractual arrangements for younger adults, different performance criteria and different pricing structures, it has not been felt possible to fully integrate at this stage. However, considerable co-operation is taking place between the two authorities to ensure that there is close alignment between the two specifications including a shared NHS contract, shared timelines and where possible a shared description of expectations for care homes. Not only will this provide greater consistency for care homes that support City and County residents, but it will make full integration easier at a later stage. This will provide greater consistency across the Nottinghamshire Integrated Care System.

2.10 Currently, Nottingham City Council has a set, standard funding level, which is agreed on an annual basis as part of the wider Adult Social Care Price setting process, and higher funding rates for more specialist providers. These rates are agreed on a home-by-home basis, or may vary in some cases depending on the needs of the individual. Work is currently underway in order to determine a more consistent mechanism for determining the rate for high cost placements. There is currently insufficient information to robustly set these mechanisms, so it is intended through the Accreditation process to require homes to submit to an 'Open Book' process, which will allow this information to be collated.

2.11 The City Council Contracting Team undertake regular and needs based reviews with residential homes and the CCG Quality monitoring team undertake reviews on a similar basis with nursing homes, against a set quality criteria. Where concerns are raised about quality or safeguarding issues within a home, additional visits will take place. Where there is a cause for concern, a Performance Improvement Plan is put in place. Where there are significant concerns, the contract can be suspended or even terminated.

2.12 As part of the review, consultation has been undertaken with internal staff, the CCG, providers and other stakeholders. Other information came from national Healthwatch reports on care homes and from a consultation report by Age UK Nottingham and Nottinghamshire on Nottingham City Care Homes. Care homes recognise the changing aspirations that are being set around the promotion of independence. Some care homes demonstrate a clear commitment to embracing this approach with residents, whilst it is clear that other homes will struggle to make these adjustments.

- 2.13 Citizens and carers identified; 'Greater Independence, Choice and Autonomy' and 'More Opportunity to Improve or maintain Health' as their main priorities. These priorities were shared by carers, with a focus maintaining health being seen as more important.
- 2.14 In order for care homes to address the issues that have been identified through the review, the specification, alongside arrangements regarding the placement of citizen will:
- Strengthen expectations around quality care, linked to a skilled and well supported workforce
 - Have clear, person-centred plans and approaches which support residents to enable them to do things for themselves and where possible to develop and strengthen skills for independence
 - Provide time-limited, medium term care for working-age adults, and to work with the citizen and their families to support the transition to community-based support
 - Work with their local communities to bring benefits to both the lives of those living in the home and to the community
 - Provide emergency placements where this is compatible with current residents
- 2.15 A Stakeholder event is taking place on the 27th June to confirm and finalise the model with providers, health and social care practitioners, voluntary sector services and representatives of carers and citizens.

3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

- 3.1 **Do nothing:** This is not an option, as the current contract will end on 31/3/2020.
- 3.2 **Procure a closed Framework of Providers:** This approach would enable the Council to impose a more stringent application procedure and reduce the number of providers being contracted. However, if this were undertaken based on CQC or Council Quality Standards, this would not enable improvements in lower rated care homes to be recognised and would pose difficulties for care homes who subsequently receive a bad rating. The principle concern would be, that if a home was unsuccessful, then current residents would then have to be moved out to alternative provision. This could be very disruptive for citizens and may well lead to a deterioration. It would also have negative reputational implications for the City.
- 3.3 **Develop a joint integrated contract with Nottinghamshire County Council.** This approach would standardise arrangements for care home providers who have contracts with both the City and the County Council and would provide a consistent approach with the CCG. However, given the significant differences between the current approaches of the two authorities around contracting and pricing this has not been achievable at this point. However, working is taking place to ensure that the specifications will be fully aligned.

4 FINANCE COLLEAGUE COMMENTS (INCLUDING IMPLICATIONS AND VALUE FOR MONEY/VAT)

4.1 The Council's external gross spend in 2018/19 for all external residential and nursing care provision was c£67.207m, the net spend was c£44.268m due to Health and citizen contributions. This spend will vary depending on the need and numbers of citizens and given the commitment within the Better Lives Better Outcomes programme to reduce residential care numbers, it is likely that there will be a significant reduction in numbers and therefore spend.

4.2 As detailed in 1.1, the proposed accreditation process will be the procurement mechanism for residential and nursing care provision in Nottingham City and Nottingham and Nottinghamshire CCG. On this basis, no further approval or dispensation from Contract Procedure Rules within the Council's Financial Regulations is required. This decision is deemed nil value as approval to spend on care placements is covered within the Council's scheme of delegation (no 274).

4.3 Although the potential value of this report is £604.863m, this is based on the gross contract spend for a total of 9 years (on a 5+4 year contract term) and does not address pricing proposals in relation to care homes. There is work ongoing to review and remodel high cost placement rates. Spend will be contained within the available funding allocations for the provision of care, as incorporated within the MTFP.

4.4 Table 1 below sets out the process for ensuring that the rates paid for the different types of residential and nursing care placements deliver value for money (VfM). These processes will continue alongside the recommendations of this report

TABLE 1: PROCESSES TO ENSURE VfM IN CARE RATES	
Placement Type	Basis of care rates
Residential and Nursing Care Placements in the City	Fee rates approved for 2019/20 in the 'Fee Rates for Adult Social Care Services' at CPSC in December 2018.
Residential and Nursing Care Placements in the County	The fee for 2019/20 is based upon a 2% Increase on County standard rated homes.
Residential and Nursing Care Placements Out of County	Local agreed fee rate of the authority in which the care home is located.
Specialist Residential and Nursing Placements	Internal process that reflects citizen choice but also ensures the fee rate is appropriate to the citizen's needs. There is ongoing work to review the pricing process.

Hayley Mason, Strategic Finance Business Partner, 18 June 2019

5 LEGAL AND PROCUREMENT COLLEAGUE COMMENTS (INCLUDING RISK MANAGEMENT ISSUES, AND INCLUDING LEGAL, CRIME AND DISORDER ACT AND PROCUREMENT IMPLICATIONS)

- 5.1 **Procurement Observations** - The proposed procurement of Nursing and Residential Care Homes through an accreditation process will be undertaken by the Procurement Team, whereby all providers that meet the required quality standards will be awarded a contract. These services fall within the remit of the Light Touch Regime in the Public Contracts Regulations, which allows the Council to determine the most suitable procedure for awarding contracts, provided that certain regulations are met and the Council ensures compliance with the principles

of transparency and equal treatment to all economic operators. (Julie Herrod – Lead Procurement Officer)

- 5.2 **Legal Observations** – The proposals in this report raise no legal issues and are supported. The current contract for residential and nursing care services is due to expire, a review of the services has been undertaken and so the commissioning of a new contract is required to be established to ensure ongoing service provision.

The services are considered light touch services under the Public Contracts Regulations and an accreditation process will operate as a flexible ‘pseudo Dynamic Purchasing System’ in accordance with procurement parameters. Whilst evaluating a provider against set criteria and adding them to the ‘accreditation list’ means they will be on a list capable of offering services, they are offered no guarantee of work and the contracts with providers at the outset does not commit the Council to expenditure until services are actually called off.

Legal services will support the service area as necessary in the documentation of the accreditation process to ensure service quality is effectively monitored and to reflect any feedback from consultation and any concerns from earlier contracts within the contractual obligations. (Dionne Screaton- Solicitor).

6 STRATEGIC ASSETS & PROPERTY COLLEAGUE COMMENTS (FOR DECISIONS RELATING TO ALL PROPERTY ASSETS AND ASSOCIATED INFRASTRUCTURE (STRATEGIC REGENERATION COMMITTEE REPORTS ONLY)

- 6.1 *Not applicable*

7 SOCIAL VALUE CONSIDERATIONS

- 7.1 The care home contract will continue to support the employment of locally based workers to provide the care and support required. Care homes will be encouraged to use suitably checked and trained volunteers where this enhances the experience and opportunities of residents.

The new model puts a greater emphasis on greater independence and community connections. This will support care homes to bring additional benefits to their local community through developing local alliances.

8 REGARD TO THE NHS CONSTITUTION

- 8.1 The proposals to work jointly with Nottingham and Nottinghamshire CCG to undertake an accreditation process for residential and nursing care services and to award a joint contract are in accordance with the key principle within the NHS Constitution to work across organisational boundaries and in partnership with other organisations in the interest of patients, local communities and the wider population. The Collaborative Commissioning Agreement between Nottingham City Council and Greater Nottingham and Nottinghamshire Clinical Commissioning Groups will endorse joint accreditation and contracting practices.

9 EQUALITY IMPACT ASSESSMENT (EIA)

- 9.1 Has the equality impact of the proposals in this report been assessed?

No

☐

An EIA is not required because:
(Please explain why an EIA is not necessary)

Yes

☒

Attached as Appendix 1, and due regard will be given to any implications identified in it.

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

11 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT

- Kingston, A., Wohland, P., Wittenberg, R., Robinson, L., Brayne, C., Matthews, F., & Jagger, C. (2017). Is late-life dependency increasing or not? A comparison of the Cognitive Function and Ageing Studies (CFAS). Lancet, 1676–84.
- Newton Europe. (2017). Nottingham City Council Adult Social Care Diagnostic Findings.
https://www.healthwatch.co.uk/sites/healthwatch.co.uk/files/20171117_-_whats_it_like_to_live_in_a_care_home.pdf and
<https://www.healthwatch.co.uk/news/2017-08-10/eight-signs-quality-care-care-homes>
- Age UK (2015) Nottingham City Care Homes Consultation Report

Equality Impact Assessment Form

screeintip-sectionA

1. Document Control

1. Control Details

Title:	Care Homes Commissioning Proposal
Author (assigned to Pentana):	Clare Gilbert
Director:	Katy Ball – Director of Commissioning and Procurement
Department:	Strategy & Resources
Service Area:	Strategic Commissioning
Contact details:	Clare.gilbert@nottinghamcity.gov.uk
Strategic Budget EIA: Y/N	N
Exempt from publication Y/N	N

2. Document Amendment Record

Version	Author	Date	Approved
1.	Clare Gilbert	7/6/19	

3. Contributors/Reviewers

Name	Position	Date
Lisa Lopez	Commissioning Manager	6/06/19
Adisa Djan	Equality lead	10/06/19

4. Glossary of Terms

Term	Description
SCR	Strategic Commissioning Review
CCP	Nottinghamshire Clinical Commissioning Group
Nursing care	Provision where there are nurses on the premises 24 hours a day
Service specification	The section of the contract which specifies what the provider must do, and any specifications on how they must do it.
CPSC	Commissioning and Procurement Sub-Committee – the approval route for new contracts and services.

[screentip-sectionB](#)

2. Assessment

1. Brief description of proposal / policy / service being assessed

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A Joint Strategic Commissioning Review (SCR) has been undertaken into the provision of residential and nursing care homes. This work has been used to inform the development of a new service specification for the procurement of care homes for Nottingham's most vulnerable citizens, where no other suitable options are available. The proposed new model reflects the approach of the Adult Social Care strategy, Better Lives, Better Outcomes, as well as reflecting the vision of the NHS Long Term Plan 2019. This supports people to live as independently as they can, and where formal care and support is needed, to retain and restore independence. This means that no one will live in residential or nursing care unless all other options are exhausted. For working age adults, care homes will no longer be seen as a home for life. Instead, alternative options will be looked at including care at home, Extra Care, and Supported Living options. This proposal meets the spirit and intent of the Public Sector Equality Duty that enables equality of opportunity and inclusion.

This approach also has implications for the expectations of care homes and how care is delivered. The new specification considers how Nottingham City Council and Nottinghamshire Clinical Commissioning Group will work with care homes to better support residents to live more independently where this is possible and appropriate.

This is a joint contract with Nottinghamshire Clinical Commissioning Group. It includes provision for older people, people with mental health problems, learning disabilities and autism as well as for those with long-term conditions or

drug and alcohol issues.

[screentip-sectionC](#)

2. Information used to analyse the effects on equality:

An analytical report (Adult residential and nursing strategic commissioning review – Analytical report, author Caroline Keenan) was undertaken by Strategic Insight to support the commissioning review – [Adult resi and nursing SCR SI contribution.docx](#). The following studies are referenced in this report –

- Kingston, A., Wohland, P., Wittenberg, R., Robinson, L., Brayne, C., Matthews, F., & Jagger, C. (2017). Is late-life dependency increasing or not? A comparison of the Cognitive Function and Ageing Studies (CFAS). Lancet, 1676–84.
- Newton Europe. (2017). Nottingham City Council Adult Social Care Diagnostic Findings.
- Snell, T., Wittenberg, R., Fernandex, J.-L. M., Comas-Herrera, A., & King, D. (2011). Projections of Demand for Social Care and Disability Benefits for Younger Adults in England. Kent: Economics of Social and Health Care Research Unit.

Other information came from national Healthwatch reports on care homes – https://www.healthwatch.co.uk/sites/healthwatch.co.uk/files/20171117_-_whats_it_like_to_live_in_a_care_home.pdf and <https://www.healthwatch.co.uk/news/2017-08-10/eight-signs-quality-care-care-homes>, and from a consultation report by Age UK Nottingham and Nottinghamshire on Nottingham City Care Homes – [..\..\Analysis\Engagement\Citizen\nottingham city care homes report \(final v\).pdf](#)

As part of the review, a consultation has been undertaken with internal staff, the CCP, providers and other stakeholders. Citizens and carers identified ‘Greater Independence, Choice and Autonomy’ and ‘More Opportunity to Improve or maintain Health’ as their main priorities. These priorities were shared by carers, with a focus maintaining health being seen as more important.

3. Impacts and Actions:

screentip-sectionD	Could particularly benefit X	May adversely impact X
People from different ethnic groups.	<input type="checkbox"/>	<input type="checkbox"/>
Men	<input type="checkbox"/>	<input type="checkbox"/>
Women	<input type="checkbox"/>	<input type="checkbox"/>
Trans	<input type="checkbox"/>	<input type="checkbox"/>
<u>Disabled people or carers.</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy/ Maternity	<input type="checkbox"/>	<input type="checkbox"/>
People of different faiths/ beliefs and those with none.	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, gay or bisexual people.	<input type="checkbox"/>	<input type="checkbox"/>
<u>Older</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Younger	<input type="checkbox"/>	<input type="checkbox"/>
Other (e.g. marriage/ civil partnership, looked after children, cohesion/ good relations, vulnerable children/ adults).	<input type="checkbox"/>	<input type="checkbox"/>
<i>Please underline the group(s) /issue more adversely affected or which benefits.</i>		

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screentip-sectionE How different groups could be affected (Summary of impacts)	screentip-sectionF Details of actions to reduce negative or increase positive impact (or why action isn't possible)
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Older adults, disabled people (particularly those with learning disabilities and/or mental health needs)

In 2017, Nottingham City Council supported just over two thousand citizens in residential or nursing care. Of the citizens supported in this way, 18% receive support primarily due to a learning disability, 19% due to mental health, and 63% for other reasons (predominantly physical support reasons). The majority of residential and nursing care citizens supported for other reasons are aged 65 and older (approximately 1,000 citizens). Residents are predominantly White or White British – there are very low proportions of citizens of other ethnicities in residential or nursing care. There are slightly higher proportions of females than males in residential or nursing care, with the exception of mental health and learning disability residential care, where there are higher proportions of males.

Population studies that assessed change in demand for care homes (Kingston, et al., 2017), estimated that up to 52% of citizens in residential and nursing care could be more suited to a more independent package of care. Those citizens whose needs are best met in residential or nursing care are likely to benefit from the new care homes contract, which will require providers to move towards a more ‘enablement’ approach. This will mean that residents will be supported to live as independently as possible for them, within the care home setting. Depending on the needs of the individual resident, this could mean taking part in their own food preparation or room cleaning, or taking accompanied trips into their local community.

1 Actions will need to be uploaded on Pentana.

Project timeline -

- Engage with providers and key stakeholders – stakeholder event 27/06/2019 (Lead Clare Gilbert)
- Plan outcomes and quality measures June 2019 (Lead Clare Gilbert/Sharon Ribeiro)
- Include practitioners (operational teams) in service specification development March – July 2019 (Lead Bobby Lowen, Lisa Lopez)
- Paper to CPSC for approval 9/07/2019 (Lead Bobby Lowen, Lisa Lopez)
- Specification completed by end of 31/07/2019 (Lead Bobby Lowen, Lisa Lopez)
- Procurement takes place September – October 2019 (Lead Julie Herrod)
- Develop action plan for system changes outside of the specification requirements September – October 2019 (Lead Bobby Lowen, Lisa Lopez)
- Implement System Changes for new specification October 2019 – April 2020 (Lead Bobby Lowen)
- Procurement bids scored November 2019 (Lead Julie Herrod/Bobby Lowen)
- New contracts issued December 2019 (Lead Sharon Ribeiro)
- New contracts commence 1st April 2020 (Lead Bobby Lowen/Sharon Ribeiro)

Working age adults in residential care will particularly benefit as the care home will no longer be expected to be a long term home for these citizens. Instead, the care home will be expected to work with the citizen towards enablement, with a view to moving the citizen into accommodation which provides a level of independence appropriate to the citizen. Alternatives may include care at home, Extra Care, and Supported Living options.

Those residents who remain in care homes will also benefit from improved monitoring of outcomes and quality standards within the care homes. Care homes will be required to:

- Strengthen expectations around quality care, linked to a skilled and well supported workforce
- Have clear, person-centred plans and approaches which support residents to enable them to do things for themselves and where possible to develop and strengthen skills for independence
- Provide time-limited, medium term care for working-age adults, and to work with the citizen and their families to support the transition to community-based support
- Work with their local communities to bring benefits to both the lives of those living in the home and to the community
- Provide emergency placements where this is compatible with current residents

4. Have you considered the impact of any change on the Citizen's experience? Work through the flowchart attached.

Yes – see Section 3 above, and report to CPSC 11/07/2019 - [Care Homes Commissioning Proposal v4.doc](#)



EIA fLowchart
Green.docx

5. Outcome(s) of equality impact assessment:

<input checked="" type="checkbox"/>	No major change needed	<input type="checkbox"/>	Adjust the policy/proposal
<input type="checkbox"/>	Adverse impact but continue	<input type="checkbox"/>	Stop and remove the policy/proposal

6. Arrangements for future monitoring of equality impact of this proposal / policy / service:

Nottingham City Council Contracting Team undertake annual reviews with residential homes and the CCP Quality monitoring team undertake annual reviews with nursing homes, against a set quality criteria. Where concerns are raised about quality or safeguarding issues within a home, additional visits will take place. Where there is a cause for concern, a Performance Improvement Plan is be put in place. Where there are significant concerns, the contract can be suspended or even terminated.

Nottinghamshire Clinical Commissioning Group performance manage registered nursing homes.

7. Approved by (manager signature) and Date sent to equality team for publishing:

Approving Manager: The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel & email to allow citizen/stakeholder feedback on proposals.	Date sent for scrutiny: 10/06/2019 Send document or Link to: equalityanddiversityteam@nottinghamcity.gov.uk
SRO Approval: Clare Gilbert Commissioning Lead – Adults Email: clare.gilbert@nottinghamcity.gov.uk Tel: 0115 87 64811	Date of final approval: 20/06/19 Adisa Djan

Before you send your EIA to the Equality and Community Relations Team for scrutiny, have you:

1. Read the guidance and good practice EIA's
<http://intranet.nottinghamcity.gov.uk/media/1924/simple-guide-to-eia.doc>
2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.
4. Written in clear user-friendly language, free from all jargon (spelling out acronyms).
5. Included appropriate data.
6. Consulted the relevant groups or citizens or stated clearly, when this is going to happen.
7. Clearly cross-referenced your impacts with SMART actions.

Subject:	Commissioning Intentions 2019-20		
Corporate Director(s)/ Director(s):	Candida Brudenell: Corporate Director for Strategy and Resources Katy Ball: Director of Commissioning & Procurement		
Portfolio Holder(s):	Cllr Webster: Finance, Growth and the City Centre Cllr Mellen: Regeneration, Safety and Communications Cllr Bernard: Children and Young People Cllr Khan: Early Years, Education and Employment Cllr Campbell: Health, HR and Equalities Cllr Williams: Adult Care and Local Transport		
Report author and contact details:	Chris Wallbanks, Strategic Commissioning Manager, chris.wallbanks@nottinghamcity.gov.uk		
Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Subject to call-in	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Reasons: <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	
Total value of the decision:			
Wards affected: All		Date of consultation with Portfolio Holder(s): To be arranged	
Relevant Council Plan Key Theme:			
Strategic Regeneration and Development			<input type="checkbox"/>
Schools			<input type="checkbox"/>
Planning and Housing			<input type="checkbox"/>
Community Services			<input checked="" type="checkbox"/>
Energy, Sustainability and Customer			<input type="checkbox"/>
Jobs, Growth and Transport			<input checked="" type="checkbox"/>
Adults, Health and Community Sector			<input checked="" type="checkbox"/>
Children, Early Intervention and Early Years			<input checked="" type="checkbox"/>
Leisure and Culture			<input type="checkbox"/>
Resources and Neighbourhood Regeneration			<input type="checkbox"/>
Exempt information: State 'None' or complete the following. None			
Recommendation(s):			
1 To approve the main areas of activity identified within the Commissioning Plans			

1 **REASONS FOR RECOMMENDATIONS**

- 1.1 Agreement of the commissioning priorities for 2019-20 will establish the work programme for the year and enable resources to be allocated effectively.

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

- 2.1 Discussions have taken place with key stakeholders within both organisations in relation to the work identified within the plans. These were based on consideration of citizen outcomes, policy and legislative requirements, contractual issues, partnership priorities and the financial climate. Discussions are continuing to take place to ensure priorities reflect the wider integration context and future structures including the Integrated Care Partnership and Primary Care Networks. The Nottingham City Council Commissioning Plan is also central to the Strategy and Resources Deal that has been agreed with Directors and Portfolio Holders. The plans will form the basis for the allocation and prioritisation of resources for the forthcoming year in order to deliver improved outcomes for Nottingham citizens, transformational change and systemic efficiencies.
- 2.2 The attached plans identify activity that will be undertaken by Nottingham City Council Commissioners only (Appendix 1) and activity that will be undertaken jointly with Greater Nottingham Clinical Commissioning Partnership (Appendix 2)
- 2.3 It is acknowledged that over the course of the year additional commissioning activity may be required or undertaken in response to factors such as the securing of additional funding, unforeseen issues arising with a service provider or the need to re-prioritise work.
- 2.4 All new commissioning activity identified within the plans and any additional activity that arises within the year will be brought to the Board as a matter of course.
- 2.5 In addition to the activity identified in the plans, it is recognised that all partners will have additional priorities and 'business as usual' that will also require resource allocation.

3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

- 3.1 None necessary

4 FINANCE COLLEAGUE COMMENTS (INCLUDING IMPLICATIONS AND VALUE FOR MONEY/VAT)

- 4.1 The finances associated with each area of work may be subject to change over the course of the year. An in-depth analysis of spend and potential efficiencies will be undertaken for each area of activity and brought to the Commissioning and Procurement Sub Committee as a full report when appropriate.

5 LEGAL AND PROCUREMENT COLLEAGUE COMMENTS (INCLUDING RISK MANAGEMENT ISSUES, AND INCLUDING LEGAL, CRIME AND DISORDER ACT AND PROCUREMENT IMPLICATIONS)

- 5.1 This report does not raise any legal or procurement issues at this stage, as its purpose is to outline areas of commissioning activity for the forthcoming year. As each area of activity is developed further, there will be comments required from legal and procurement colleagues and these will be brought to the Commissioning and Procurement Sub Committee as a full report when appropriate .

6 STRATEGIC ASSETS & PROPERTY COLLEAGUE COMMENTS (FOR DECISIONS RELATING TO ALL PROPERTY ASSETS AND ASSOCIATED

INFRASTRUCTURE (STRATEGIC REGENERATION COMMITTEE REPORTS ONLY)

- 6.1 This report has no implications in relation to property assets or associated infrastructure at this stage.

7 SOCIAL VALUE CONSIDERATIONS

- 7.1 As part of the engagement process integral to each commissioning review or commissioning-related activity, consideration will be given to how the services being commissioned could improve the economic, social and environmental wellbeing in Nottingham. By virtue of the type of services being commissioned, 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 embedded in any procurement process

8 REGARD TO THE NHS CONSTITUTION

- 8.1 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 commissioning decisions relating to public health functions, we will properly consider the NHS Constitution, where applicable, and take into account how it can be applied to commission services to improve the health of the local community

9 EQUALITY IMPACT ASSESSMENT (EIA)

- 9.1 Has the equality impact of the proposals in this report been assessed?

No



An EIA is not required because this report relates to a commissioning plan rather than specific service provision. Individual EIAs are completed when appropriate as part of new commissioning activities in-year.

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

- 10.1 None

11 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT

- 11.1 Public Services (Social Value) Act 2012

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NCC Commissioning Intentions 2019/20

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
1. People in Nottingham adopt and maintain Healthy Lifestyles								
<u>Continuing</u>								
1a. Review Drug and Alcohol Inpatient Services <u>Implementation</u>	<p>Nottinghamshire Healthcare Foundation Trust announced last year that they were to close down the Woodlands In-patient detoxification service.</p> <p>This decision required commissioning an alternative provision</p> <p>Without provision we would potentially put service users at risk of serious illness or death</p>	<p>New service to commence</p> <p>Implementation of the new Service.</p>	<p>July 2019</p> <p>From July 2019</p>	KB CO	<p>Cllr Williams</p> <p>Cllr Mellen</p>	<p>Public Health (PH)</p> <p>CCG</p>	£403,446	To save around £98,000 in MTFP
2. People in Nottingham will have positive Mental Wellbeing and those with serious mental illness will have good physical health								

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
<u>New</u>								
2a. Review of NCC's Mental Health Pathway <u>Review</u>	A review to ensure that the right mix of support and a comprehensive pathway between services is in place to deliver the Better Lives, Better Outcomes approach, i.e. - to promote recovery and independence - to reduce financial burden to NCC	Review Undertaken Recommendations and Decision Implementation of new services	April – September 2019 October 2019 September 2020	CU	Cllr Williams Cllr Campbell	HRS budget (MH) ASC budget (MH)	£1.15m pa through HRS; wider ASC spend on MH	No specific savings allocated – to contribute to other ASC savings
3. There will be a Healthy Culture in Nottingham in which citizens are supported and empowered to live healthy lives and manage ill-health								
<u>New</u>								
3a. Review and commissioning of services involved in the delivery of the Pharmacy Needle Exchange Scheme <u>Review</u>	A range of contracts (pharmacy needle exchange, needle exchange supply, and pharmacy database) end in Q3 2019. Following the closure of the well-established specialist needle exchange at Broad Street, there is a need to complete a full review of the Pharmacy Needle Exchange Scheme to ensure it is able to meet the needs of injecting drug users in Nottingham.	Review undertaken New service specifications developed Procurement (pharmacy NX, supply and database) Implementation	By April 2019 May 2019 By August 2019 By November 2019	AC/CO	Cllr Williams Cllr Mellen	PH Budget	£145,000	Saving has been made against specialist needle exchange, Pharmacy Needle Exchange Scheme needs to be retained at current value to ensure sufficient availability of injecting equipment.
3b. Review and	Contracts with Primary	Undertake a review of the current	By May	AC/CO	Cllr Williams	PH Budget	£150,000	Saving

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
commissioning of Shared Care (Primary Care drug treatment clinics) <u>Review</u>	<p>Care practices for the provision of Shared Care are due to end Q2 2019.</p> <p>Shared Care provides prescribing based drug treatment to opiate users.</p>	<p>model including the payment model.</p> <p>Undertake 'market development' to understand whether there are any other practices who would be able to deliver the service.</p> <p>Decision on appropriate procurement process.</p> <p>Implementation</p>	<p>2019</p> <p>By May 2019</p> <p>By May 2019</p> <p>By October 2019</p>		Cllr Mellen			already made in 2018/19. Payment model will be reviewed.
3c. Review and commissioning of C-Card, Online Sexual Health testing and targeted HIV testing. <u>Review</u>	<p>An interim solution is required to ensure continuation of C-Card, online sexual health testing and targeted HIV testing during 2019/20.</p> <p>Due to savings applied in 2018/19 and current contract terms it is necessary to review and redesign provision.</p>	<p>Identify appropriate interim solution, secure approval, implement.</p> <p>Undertake review of provision and need.</p> <p>Recommendations and approval.</p> <p>Competitive procurement process.</p> <p>Implementation</p>	<p>By April 2019</p> <p>By August 2019</p> <p>September 2019</p> <p>By January 2020</p> <p>By April 2020</p>	AC/CO	<p>Cllr Barnard</p> <p>Cllr Campbell</p>	PH Budget		Saving already made in 2018/19.
3d. Substance Misuse Treatment System (Multiple Needs) <u>Review</u>	<p>The main substance misuse treatment contract reaches the end of its initial term in 2021 (excluding potential extension years).</p>	<p>Review need and consider multiple and complex needs.</p> <p>Scoping and engagement with stakeholders</p> <p>Identify whether joint commissioning to meet multiple</p>	<p>Throughout 2019/20</p>	CO	<p>Cllr Williams</p> <p>Cllr Mellen</p>	PH Budget, OPCC Budget	Scoping to stay in budget	Saving already made in 2018/19

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
		and complex needs of substance users is viable.						
3e. Commissioning of Domestic and Sexual Violence Services <u>Commissioning of new services</u>	<p>Following a competitive procurement process the contract for the DV service has been awarded. This service encompasses Domestic Violence, the ILS service (Rise) and the stronger families service. The service contract has been awarded for a period of 3+2+2</p> <p>The Sexual Violence Service contract comes to an end on 31st March 2020 with the potential for an additional 2 years. However, the consensus with funders is to procure within the year. A steering group is being set up to consider the options for going forward</p> <p>Prevention comes to an end March 31st 2020 with the option of extending for another 2 years. The consensus is to seek at least one year extension to procure for April 1st 2021</p> <p>Stride has been discontinued as a service</p>	<p>The aim is to procure a new service</p> <p>Extend contract for 1 year Procure new service for launch</p>	<p>1st April 2019</p> <p>March 31st 2020</p> <p>1st April 2021</p> <p>April 1st 2019</p>	<p>AE/TS</p> <p>CO</p>	<p>Cllr Williams</p> <p>Cllr Mellen</p>	<p>NCC</p> <p>Mainstream CDP</p> <p>OPCC</p> <p>Public Health</p> <p>PH</p> <p>DCLG</p> <p>CCG</p>	<p>£1,936,848</p>	<p>None identified</p>
3f. Homelessness	New contracts to provide	Review / evaluation following first	July – Aug	KB	Cllr Williams	Developme	Circa	No savings to

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
<u>Complete year one review to shape the direction of services</u>	<p>assistance to prevent or resolve homelessness were established in 2018. These contracts were set up to run for up to 9 years with freedoms to allow development over time.</p> <p>A small scale evaluation / review is recommended in order to judge the impact of services to date and to shape the further direction of delivery.</p>	<p>year of delivery</p> <p>Recommendations for further delivery (N.B. not expected for formal approval)</p> <p>Implementation</p>	<p>2019</p> <p>Aug 2019</p> <p>Sept 2019</p>	CH	Cllr Woodings	nt & Growth	£3.8m pa	be sought – savings already delivered from 18/19. Further scope to prevent further unbudgeted expenditure
3g. Financial Vulnerability <u>Review and wider programme of work</u>	<p>The review will focus on advice services for people who are vulnerable to financial difficulty.</p> <p>Poverty, financial difficulty and over-Indebtedness affects a relatively high proportion of Nottingham's citizens. There links between financial difficulty and poor health and wellbeing / other issues that require intervention by NCC (e.g. homelessness) – intervening sooner may help to prevent these issues.</p> <p>The aim is to have a joined up city model with good reach and a positive impact.</p>	<p>Review undertaken</p> <p>Recommendations and decision</p> <p>Implementation of decision</p> <p>New Services start (or existing ones varied)</p>	<p>February – May 2019</p> <p>June 2019</p> <p>April 2020</p> <p>July 2020</p>	KB	Cllr Williams	PH / Commissioning budget	Commissioning and Finance budgets combined circa £1.53m pa for internally delivered and externally commissioned services	£86k in 2020/21 rising to £106k pa from 21/22

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
	The existing Working Group will evolve into a formal group with member representation.							
3h. Day and Evening Services <u>Review</u>	To review the current Day and Evening Services contract in order to strengthen its role around enabling the Better Lives Better Outcomes Strategy	Commence review -New services in place	October 2019 April 2020	CU	Cllr Williams	ASC	£2.16m pa	There are no direct savings identified, but effective day provision can support BLBO objectives re maximising independence
<u>Continuing</u>								
3i. Review of Extra Care Services <u>Implementation</u>	<p>Extra Care is a cost effective alternative to residential care.</p> <p>Extra Care is specialist accommodation for older people with onsite care provision. The provision of wrap around care and the early identification of developing needs can prevent care needs from escalating and increase independence.</p> <p>The new model will contain reablement apartments and potentially night care in the community to support the homecare framework.</p>	Implementation of the new services	May – November 2019	CU	Cllr Williams	Adult Social Care	<p>Current Spend £353k pa</p> <p>Estimated future budget as provision expands</p> <p>£726k pa (off-set against the reduction in spend elsewhere i.e residential care</p>	None identified but linked to ASC Big Ticket savings

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
	Night care is to be put in place at Albany House							
3j. Support Adult Social Care to implement the Better Lives Better Outcomes Strategy	This programme supports vulnerable citizens to live as independently as possible in the community and deliver efficiencies through a Recovery and Progression approach	On-going support to Adult Social Care in relation to Big Ticket projects, in particular for older people and those with mental health needs or learning difficulties	April 2018-March 2019	CU	Cllr Williams			
3k. Meet the BLBO objectives for people with MH and LD through finding appropriate alternative accommodation to residential provision	Citizens are being supported to identify the least restrictive accommodation option that is available. This primarily relates to the use of Supported Accommodation through the CSE contract, but also includes the use of Extra care and HRS where appropriate	To move 24 people with Learning Difficulties out of residential provision To move 34 people with Mental Health issues out of residential provision To support providers to re-register	April 2019 –March 2020	CU	Cllr Williams	Adult Social Care		Savings linked to broader ASC savings within the MTFP
3l. Review of Criminal Justice Treatment Service <u>Implementation</u>	The current contract was extended to enable the findings from the PCC review to inform the new service model. The review has been completed and has incorporated the recommendations from the OPCC review. A new contract has been awarded following competitive procurement process	Implementation will be undertaken in 2019/20 and a new contract is due to commence September 2019.	April 2019 March 2020	KB /AE CO	Cllr Williams Cllr Mellen	OPCC PH	£1,218,551	To be negotiated

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/ Existing contract value	Savings. Link to MTFP
3m. Independent Living Support Services (ILSS) Social Care Review <u>Implementation</u>	<p>The review will consider the fit and model for the future delivery of ASC orientated ILSS services, including</p> <ul style="list-style-type: none"> • 60+ Service • Physical, Sensory impairment and HIV • Learning Disability – Include <p>This review will seek to ensure ILSS work efficiently and support the interface between housing and ASC in order to promote independent living and reduce unwarranted dependency on ASC provision.</p>	<p>Implement new services. Three services have now been aligned into two with a cross cutting signposting function that will help link citizens to wider community resources.</p>	November 2018 – June 2019	KB/CU	Cllr Williams	ASC (formerly HRS)	£855,439 p.a.	£95,049 per year (against the 2018/19 contract values)

Name abbreviations:

NCC Colleagues

CU – Catherine Underwood

KB – Katy Ball

CH – Chris Henning

AE – Andrew Errington

TS – Tim Spink

AC – Alison Challenger

CO – Christine Oliver

NCC and CCG Joint Commissioning Intentions 2019/20

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/Existing contract value	Savings. Link to MTFP
1. People in Nottingham adopt and maintain Healthy Lifestyles								
No new reviews this year								
2. People in Nottingham will have positive Mental Wellbeing and those with serious mental illness will have good physical health								
<u>Continuing</u>								
2a. Develop an Integrated Mental Health Accommodation Pathway <u>Strategic Review</u>	Agreement previously reached by NCC, CCG and Notts Healthcare Trust to review cross organisational provision for people with mental ill health and explore a more integrated and cost effective approach to the health and care delivery system. No formal decision has been reached not to proceed with this work.	To be determined.	April 2019- March 2020	CU / LA (CCG)	Cllr Williams Cllr Campbell Cllr Woodings	Adult Social Care(ASC), Housing-Related Support (HRS) Better Care Fund (BCF) CCG	Circa £1.15m HRS Wider ASC and CCG spend on MH	No direct savings have been allocated – review to help contribute to other ASC savings (and to assist in CCG spend)
2b. Support 'Future in Mind' Transformation Plan (including CAMHS work) <u>Implementation of National Guidance</u>	Future in Mind is Government Guidance on promoting, protecting and improving children and young people's mental health and wellbeing. The Nottingham and Nottinghamshire Local Transformation Plan	Focus areas for 2019-20 include:- Further embedding whole school approaches to Emotional Health and Wellbeing (EHWB) through supporting schools to achieve the EHWB Charter Mark.	April 2019- March 2020	KB AC (CCG rep tbd)	Cllr Barnard	National funding received by CCG Section 75= NCC and CCG	NCC= circa £728k CCG=£726k	None identified. Any savings would need to be jointly agreed

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/Existing contract value	Savings. Link to MTFP
	2015-20 focuses on 5 key areas <ul style="list-style-type: none"> • Promoting Resilience, Prevention and Early Intervention • Improving Access to Effective Support • Accountability and transparency • Developing the workforce 	Delivering Mental Health First Aid to the children's workforce, including schools. Further developing joint working between Targeted and Specialist/Community CAMHS in Nottingham City, prioritising joint workforce development, joint working in the SPA(Single Point of Access), developing care bundles and reducing waiting times. Continuing to develop ways to support universal services in supporting children and young people's mental health, and knowing how and when to refer to CAMH Services and other local support services.						
3. There will be a Healthy Culture in Nottingham in which citizens are supported and empowered to live healthy lives and manage ill-health								
<u>New</u>								
3a. Review Residential Provision including Nursing Care <u>Strategic Review</u>	A full scoping of activity in relation to residential provision is required in light of the following: <ul style="list-style-type: none"> • Recent work on a fair pricing structure • A focus on a Care, Support and Enablement approach 	Review undertaken Recommendations will determine future direction	March – June 2019 June – August	CU (CCG rep tbc)	Cllr Williams Cllr Woodings	Adult Social Care	NCC circa £57m CCG circa £10.3m	No targets set in MTFP Focus of review is on controlling escalation of higher cost packages

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/Existing contract value	Savings. Link to MTFP
	<ul style="list-style-type: none"> Developing outcomes for residential provision The need for capacity considerations for Nursing homes Development of more outcome based contracts 	Development of new model ITT New contracts in place	2019 September 2019 April 2020					
3b. Transforming Homecare <u>Review</u>	A high level review of homecare activity as delivered by the CCG and the NCC. The review will inform: The future model for the delivering of an integrated homecare system Determine the resources available to support this work across both organisations Determine the use of the existing CCG funding that is currently supporting additional capacity	Agree short term changes including Accredited Homecare New funding arrangements for CCG spend Continue to develop longer term solutions aligned to Home First and Integrated Care System (ICS) workstreams	May 2019 October 2019	CU Kate McCandlish	Cllr Williams Cllr Woodings	ASC Budget and CCG	No specific budget –part of wider homecare budget	No identified saving. Utilisation of homecare is increasing in line with BLBO objectives
3c. Short Breaks <u>Review</u>	The number of children and young people with special educational needs and/or a disability (SEND) has been rising nationally and locally, increasing the demand for support. The review will look at the short breaks provision	Review undertaken Recommendations	April – August 2019 September-October 2019 From November	AM	Cllr Barnard Cllr Campbell	NCC	Circa £2.83m	No savings target

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/Existing contract value	Savings. Link to MTFP
	available to this cohort to ensure it meets their needs.	Procurement New services in place	2019 April 2020					
<u>Continuing</u>								
3c. Implement the 0-19s Children's Public Health Contract. Start the process of more closely aligning the Children's Public Health Service and the Early Help Service 0-5s workforce through the development of 8 area teams <u>Implementation of new service</u>	<p>Amalgamating five contracts incorporating Health Visitors, Family Nurse Partnership, Breast Feeding Peer Supporters, Children's Nutrition Team and Public Health Nurses into one overarching contract to maximize efficiencies.</p> <p>This Integrated Children's Public Health Service (ICPHS) will work with our internal Early Help Service 0-5s in an increasingly integrated way with a shared outcomes framework and indicator set.</p>	<p>From 2018, Early Help and CityCare leads have worked intensively to identify how to achieve the most effective and efficient model of integrated service delivery – to include:</p> <ul style="list-style-type: none"> the co-location of staff within the agreed 8 Care Delivery Groups the delivery of a seamless service to families working towards a shared outcomes framework reporting to a shared dataset linked to the specification outcomes integrating workforce development and learning opportunities undertaking integrated workforce planning 	April 2018 – March 2020	KB AC (CCG rep tbc)	Cllr Barnard Cllr Campbell Cllr Khan	Public Health	£9.3m pa	100k
3d. Implement the new Homecare model	The previous system: <ul style="list-style-type: none"> Did not have sufficient capacity to support 	Provide commissioning support to Adult Social Care to meet ongoing homecare	April 2019- March	CU (CCG rep tbc)	Cllr Williams	Adult Social Care	Circa £14 m external	No identified saving. Utilisation of

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/Existing contract value	Savings. Link to MTFP
to increase efficiencies <u>Implementation of new service</u>	the increased demand <ul style="list-style-type: none"> There were pricing issues The Framework of Accredited Providers expired in December 2017. 	pressures	2020		Cllr Woodings			homecare is increasing in line with BLBO objectives
3e Integrate the Commissioning of Health and Social Care Adult Provision through the Better Care Fund (BCF) <u>Implementation</u>	The BCF supports integrated provision between Health and Social Care with a particular focus on Delayed Transfers of Care (DToC) from hospital to the community	Input to the development and implementation of the new 19/20 Plan Consider how the BCF will fit as part of the future Integrated Care System Each organisation to performance manage the services it provides or commissions	April 2019– March 2020	CU (CCG rep tbc)	Cllr Williams	BCF and iBCF	BCF circa £25m iBCF £11.72 m	£1.5 m
3f. Implement the Assistive Technology Strategy <u>Implementation</u>	The strategy formalises the ongoing working relationship between ASC and NCH. It includes longer term reviewing and funding arrangements including the number of AT packages and their utilisation in preventing the need for ASC	Review impact of Winter pressures Work AT Innovation group to meet twice yearly Consideration of longer term funding model Sign off strategy	June 2019 Ongoing June 2019 July 2019	CU	Cllr Williams	BCF	AT Service Budget £434,400 Dispersed Alarms Budget £115,900	AT savings form part of BCF savings identified above
3g Support the Transforming Care Partnership	The partnership between NCC, the County and the CCGs is working to minimise the number of citizens with learning disabilities	Develop a pooled budget Provide strategic input to the Transforming Care Board Workstreams 1,3 & 4	April 2019 –June 2019	CU (CCG rep tbc)	Cllr Williams	NHS Funding CCG CHC Funding	No specific budget –part of wider purchasing budget	No saving-due to high cost of placement this represents a cost pressure

Appendix 2

Commissioning Activity and Scope	Rationale	Key Milestones	Date	Director /Sponsor	Portfolio Holder	Funding Source	Finances in Scope/Existing contract value	Savings. Link to MTFP
	and/or autism who are inappropriately in secure accommodation and to ensure appropriate community provision is in place to meet the needs of this cohort.	Progress proposals within the Capital Grant Bid Support the submission of the Life Chances Bid for Forensic Services.				ASC Purchasing Budget		

Name abbreviations:

NCC Colleagues

CU – Catherine Underwood
KB – Katy Ball
AC – Alison Challenger
AM – Alison Michalska

CCG Colleagues tbc