



# Commercial Team People Services

# Annual Report

April 2018 to March 2019

Version 1.1

Created for: Adult Care and Community Wellbeing Exec DMT

May 2019

# Contents

1.0	Executive Summary.....	2
1.1	Statement from Alina Hackney – Head of Commercial and Procurement .....	2
1.2	Annual Overview .....	3
1.3	Highlights in 2018/19 .....	4
2.0	The Commercial Team – People Services .....	5
2.1	Team Growth and Development .....	6
2.1.1	Introducing.....	6
2.1.2	Learning and Development.....	8
3.0	Procurement Activity .....	10
3.1	Procurement statistics .....	10
3.2	Key Projects.....	11
4.0	Contract Management.....	19
4.1	Contract Portfolio.....	19
4.2	Contract Management Activity.....	21
4.2.1	Contract Management Statistics:.....	21
4.3	Risk Management .....	23
4.4	Care Quality Commission (CQC).....	24
4.5	Service User Experience .....	26
4.6	Key Highlights, Good News and Celebrated Success .....	27
4.6.1	Escalation Process Improvements .....	27
4.6.2	Approach to Strategic Contract Management.....	28
4.6.3	Wellbeing Service 'High Assurance' .....	29
4.6.4	Home Closure Process Improvements.....	29
4.6.5	Additional Support to Homes in Financial Difficulty.....	30

Page 4

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4.6.6	Joint Working with the Lincolnshire County Council Quality & Development Team .....	31
4.6.7	System Wide Improvements to Specialist Adult Services Options .....	32
4.6.8	Local Government Chronical Awards.....	32
4.6.9	Supporting Innovation and New Approaches to Service Provision .....	33
5.0	Commercial Development Update .....	34
6.0	Key Challenges .....	35
7.0	Better Care Fund & Winter Monies .....	36
8.0	Upcoming in 2019/20.....	37

# 1.0 Executive Summary

## 1.1 Statement from Alina Hackney – Head of Commercial and Procurement

*"I am delighted to present the Commercial Team – People Services 2018/19 Annual Report which provides us the platform to share the work of the service over the last 12 months and highlight the key programmes and benefits delivered on behalf of the Council.*

*Through a vast and comprehensive programme of Procurement and Contract Management activity, as provided for in this report with examples, the team continues to deliver real value to support the Council's objectives in Adult Care and Community Wellbeing. The increased volume and complexity of the work delivered, together with the outcomes achieved, is indicative of the team's success, for which I am sincerely grateful. The growth of the team is remarkable and I am proud to lead and be a part of such a dedicated and hardworking team who share the same passion for delivering quality services to the citizens of Lincolnshire as I do.*

*Central to ensuring long-term success against strategic requirement is collaboration and strong working relationships; my colleagues continue to evidence significant skill and expertise in Procurement, Contract Management and Commercial Development, working closely with commissioners, stakeholders and providers to meet the demands of an increasingly challenging marketplace. I have no doubt that we will be met in the next 12 months and years with continued challenge, and feel extremely confident that we are in a strong position to respond and adapt appropriately whilst taking advantage of continued opportunities along the way.*

*High on my agenda in the coming year is the continued focus on strengthening the impact of the team through collaboration and the development of joint working arrangements with our colleagues in Health, which will drive long-term value, service efficiency, maximise opportunities for innovation and shape the future for the benefit of the Council and our Community.*

*I would again like to thank the team for their hard work throughout 2018/19 and our stakeholders and customers for their continued support. I look forward to a successful 2019/20."*



## 1.2 Annual Overview

The Commercial Team – People Services Annual Report enables us to highlight and reflect on the hard work of the team over the last twelve months and evidence the improvements made and work delivered throughout this term; focusing on the drive, determination and achievements of officers dedicated to delivering a comprehensive work plan within a market faced with increasing challenge, complexity and risk.

The team has once again delivered a number of carefully planned for projects of high value, high risk and strategic significance within the Adult Care and Community Wellbeing Directorate, such as the implementation of the new residential framework, the buildings based day care framework and shared lives services contract; as well as more reactive work like the downfall of Allied Healthcare or the need to re-procure two home care zones earlier than planned. In all cases the team has worked incredibly hard to make a success of all work undertaken.

Making the most of lessons learnt and experience gained, we have had the opportunity this year to review and make improvements to critical business processes to ensure a collaborative approach in the management of risk; ensuring that risk is minimised and support is maximised. We have also established a forward plan for the utilisation of data and reporting to impart a stronger foundation for the strategic planning of our services. The combined knowledge and experience within the team is extensive, and continues to grow, ensuring that we have the people best placed to maximise opportunities for development and improved services to adults in Lincolnshire.

We remain in a strong position to support the Council to meet the challenges that face us over the coming year. The upcoming work plan for 2019/20 is robust and ensures that the Commercial Team – People Services remain leaders in establishing best practice approach to commercial arrangements; a position that has been recognised and resulted in us being asked to present the 'Lincolnshire Approach' to the East Midlands Commissioning and Commercial Network in April 2019.

The Commercial Team – People Services continue to provide:

<p><b>Commercial &amp; Legal Compliance</b></p>	<ul style="list-style-type: none"> <li>• A thoroughly tested and developed suite of commercial documents and processes, ensuring full risk visibility and control.</li> </ul>
<p><b>Greater Budget Efficiency</b></p>	<ul style="list-style-type: none"> <li>• Driving better value for money through smart investment in staff, provider capability and market resilience, ensuring that funds are best utilised for the people of Lincolnshire.</li> </ul>
<p><b>Market Visibility</b></p>	<ul style="list-style-type: none"> <li>• Ongoing market, spend and risk analysis, continual benchmarking and controlled rates;</li> <li>• Provider engagement through open communication platforms for each procurement, bidders events and provider forums;</li> <li>• Research, assessment and understanding of service user needs through feedback and access to service user representation and boards.</li> </ul>
<p><b>Robust Contract Management Framework</b></p>	<ul style="list-style-type: none"> <li>• Enhancing the quality of life for people with care and support needs;</li> <li>• Delaying and reducing the need for care and support;</li> <li>• Ensuring that people have a positive experience of care and support;</li> <li>• Safeguarding Adults whose circumstances make them vulnerable and protecting them from avoidable harm;</li> <li>• Improving the services in place that drive health improvement, health protection and wellbeing;</li> <li>• Managing the increasing risk inherent in the social care market for services;</li> <li>• Securing positive outcomes.</li> </ul>

### 1.3 Highlights in 2018/19

Page 8

**24**  
Procurement Projects  
Delivered  
  
With an Annual Value of  
£138million

**18**  
Procurement Projects  
Currently LIVE  
  
With an Annual Value of  
£49million

**35**  
Procurement Projects  
planned for 2019/20  
  
With an estimated Annual  
Value of £58million

**£360million**  
Full Contract Value  
of Procurement Projects  
delivered

The Commercial Team - People Services has successfully maintained visibility of the performance and risk of all contract managed providers, ensuring that engagement, relationships and support are maximised to generate positive results in care quality.

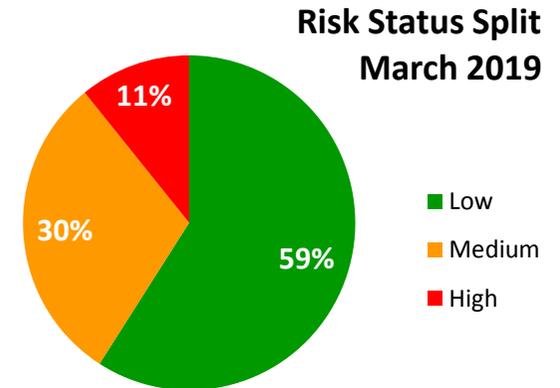
### In 2018/19 Contract Officers completed 1,331 visits!

...an increase of 20% since last year.

Results were positively reflected in CQC ratings, risk and service user experience:



- ✓ **21 Services** have improved from 'Requires Improvement' to 'Good'
- ✓ **2 services** have improved from 'Good' to 'Outstanding';
- ✓ **98%** of care homes visited evidence positive feedback / low complaint levels;
- ✓ **96%** of care homes visited evidence risk free / positive care environment.



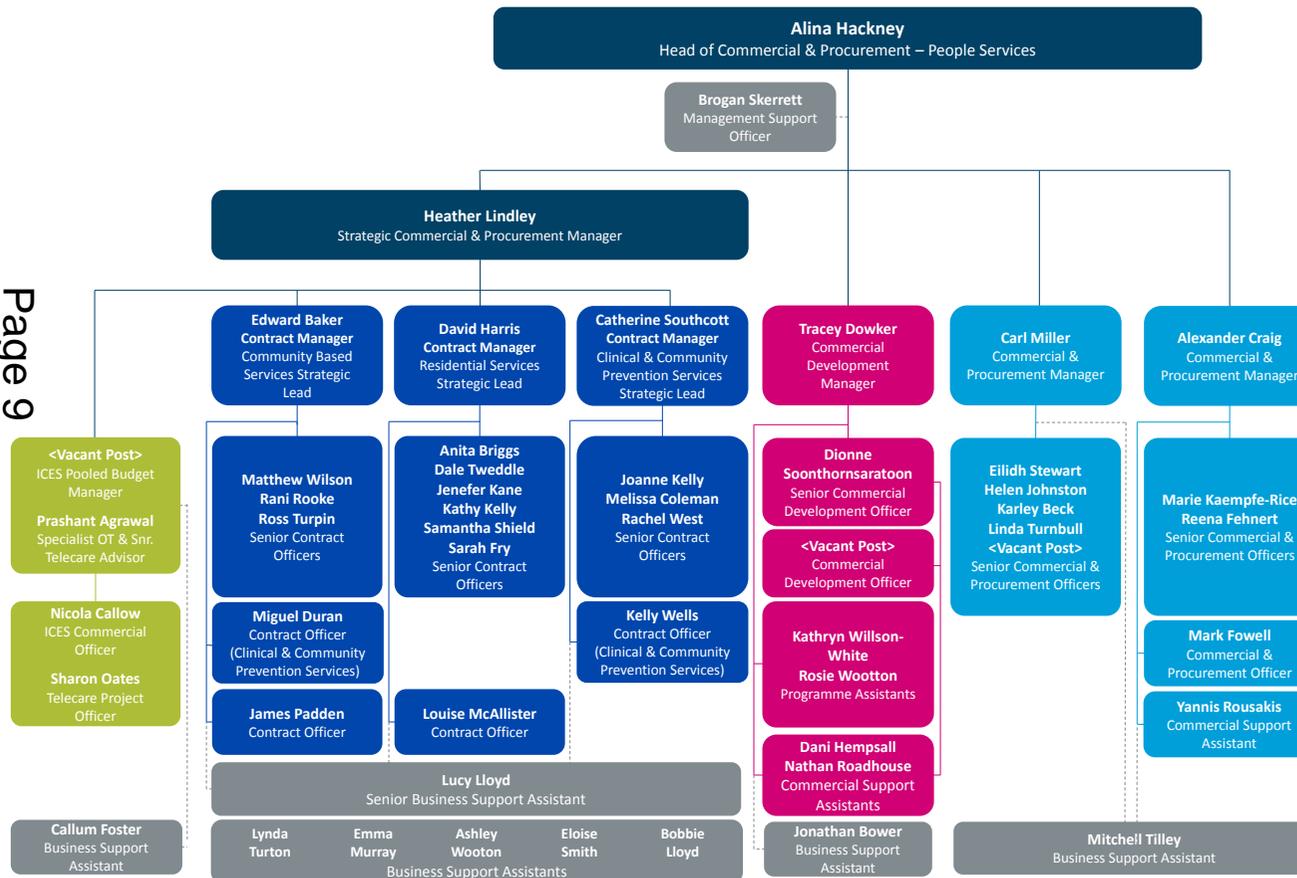
In December 2018, Lincolnshire were ranked **5<sup>th</sup> out of 17** local authorities in the Midlands and East Region for care quality, according to data published by the CQC.

The team continues to work proactively in delivering effective, value for money commissioned services that are tailored to meet the needs of service users. Through continual team development, market engagement and leading contract management approach the Commercial Team - People Services has proven effective in driving improvement and budget efficiency.

# 2.0 The Commercial Team – People Services

With an extensive work programme planned for the next five years, the Commercial Team - People Services is responsible for the procurement, market development and contract management of 1000+ contracts and care delivery provisions; covering care homes, nursing homes, community support providers, Public Health providers, and a wide range of support services for vulnerable adults.

Page 9



Reporting to the Executive Director of Commercial and aligned to Adult Care and Community Wellbeing, the Team is accountable for ensuring contracts are commissioned, procured, and managed in a way that ensures value for money at the same time as ensuring a safe, effective and positive service is delivered to all vulnerable adults in Lincolnshire.

We work collaboratively with both internal and external stakeholders, and providers to manage strategic risk in the Adult Care and Community Wellbeing sector and work proactively in ensuring that there is vibrant market for all service users whether the council purchases their care or they self-fund. We continue to maximise opportunities in maintaining a partnership approach with internal stakeholders, the Care Quality Commission (CQC), local Clinical Commissioning Groups (CCGs) and Public Health in continuous service quality review and strategic planning. We also continue to meet regularly with the Lincolnshire Care Association (LinCA) in order to discuss new initiatives and how we can address issues across the care sector.

The Commercial Team – People Services comprises 40 dedicated members of staff supported by ten business support colleagues.

## 2.1 Team Growth and Development

2018/19 has been another year of extensive growth and development, not only through the recruitment of new team members, but also through continuous efforts to maximise resource, develop, and align expertise in a way that ensures that services are procured and contract managed in the most effective way.

### 2.1.1 Introducing...

This year we have welcomed five new Contract Officers to the team:

Page 10

<b>Rani Rooke</b>	Senior Contract Officer for Residential Services and Home Care for older people and adults with physical disabilities across Market Rasen and Gainsborough.
<b>Miguel Duran Kelly Wells</b>	Contract Officers aligned to contract managing the portfolio for Clinical and Community Prevention Services.
<b>James Padden Louise McAllister</b>	Contract Officers aligned to contract managing Day Care across the county, Residential Out of County Services and Home Care across the older people/physical disabilities and specialist services contract portfolio.

As well as the promotion of five members of staff into Senior Contract Officer (SCO) Positions, which reflects their development, hard work and experience:

<b>Rachel West</b>	SCO for Specialist Services (Residential and Community Supported Living) across Louth and Gainsborough, and the strategic contract management of the countywide Wellbeing and Telecare services.
<b>Ross Turpin</b>	SCO for Specialist Services (Residential and Community Supported Living) across Stamford, Bourne and Spalding, and the strategic contract management of Housing Related Support contracts.
<b>Dale Tweddle</b>	SCO for Residential Services and Home Care for older people and adults with physical disabilities across Lincoln South, Hykeham and Woodhall Spa, and the strategic contract management of the countywide Dementia Family Support Service, Direct Payment Support Service, and Pre-paid Accounts and Associated services.
<b>Joanne Kelly</b>	SCO for Specialist Services (Residential and Community Supported Living) across Boston and Skegness, and strategic lead for the contract management of Residential Out of County placements and Transitional Care Beds.
<b>Matthew Wilson</b>	SCO for Specialist Services (Residential and Community Supported Living) across Lincoln and Hykeham, and the strategic contract management of the countywide floating support and rough sleeper outreach service.

## Management Team Changes

The Commercial Team – People Services have also recruited Catherine Southcott into the role of Contract Manager and Strategic Lead for all Clinical and Community Prevention Services.

Catherine is responsible for the line management of Contract Officers within the team and for managing a portfolio of high risk contracts across a wide range of services. She is also responsible for a robust provider performance and Contract Management Framework and enforcing effective processes maintain contract compliance and ensure contracts are delivered in accordance with their contract terms, deliver quality services, achieve/exceed desired and expected outcomes and deliver value for money.

Catherine will work closely with key stakeholders to take forward the directorate's commissioning and contracting requirements for all people related services within Adult Care and Community Wellbeing.



*"I am proud to work for a leading and ambitious public sector organisation, having spent many years within Children's Services before moving across to the Contract Manager post in the Adult's Commercial and Procurement Team.*

*As part of my remit I have the lead for Clinical and Community Prevention Services which includes overseeing a varied and broad portfolio.*

*I have a Master's Degree from The University of Edinburgh and live locally with my husband and our puppy."*

**Catherine Southcott – Contract Manager**

## 2.1.2 Learning and Development

### Insights Team Development

Between September 2018 and February 2019, 96 colleagues in the Commercial Team (People Services and Infrastructure) participated in an **Inspire, Learn and Connect Workshop** delivered by Newland Partners Ltd, a Lincoln based company. The aim? To continue building a unified and engaged team culture in which every individual has the opportunity to perform at their best and continually improve their quality of service.

Through the workshops, participants were introduced to the Insights Discovery model. Insights is a world leading psychometric tool built on the research of Carl Jung into human personality. It is designed to help people understand themselves, the way they interact with others and to help them build positive productive relationships in the workplace. At the core of the model there are four Colour Energies that represent a range of personality traits. We each have a unique mix in the ways we use these energies and by understanding how we and others prefer to use them we can improve how we interact, make decisions and process information in the work environment.

Every participant received a personal profile based on their responses to an online evaluator. The unique profile explores how you prefer to use the colour energies and includes insights to strengths, weaknesses, effective communication and suggestions for development. As well as introducing the model, the workshops provided plenty of opportunity to share and discuss the profiles and ideas for improving personal and team performance.

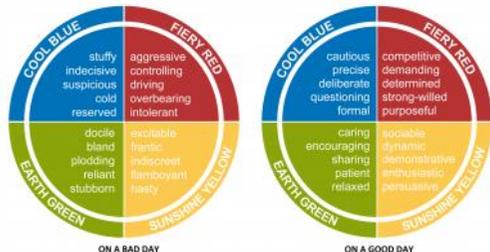
Since the workshops, it has been great to see and hear how people have been able to use the experience to improve their performance and the ways they work with others. This has been helped by sharing profiles within the teams and using 'Team Wheels' and 'Soft Blocks' that provide visual references of how everyone in the team prefers to use the Colour Energies.

85% of participants who responded to the workshop evaluation agreed or strongly agreed that the knowledge and learning they gained will have a positive impact on their performance at work. Responses indicated that most people would use the learning to improve working relationships and explore opportunities outside of their normal comfort zone to improve personal performance.

*"The stand out insight for me is that each personality type is of equal value to the organisation and that managers who put 'insights' into practice will achieve better results from their team through 'insightful management'. Armed with a better understanding of an individual's strengths and weaknesses it will help them provide an environment of trust which will in turn, provide a sound base for two-way interaction; better communication and attainment of common goals."*

*"As a natural cynic I would encourage others to attend this course. It is a thoroughly enjoyable and engaging experience...The assessment completed prior to the course provides an unerringly accurate portrait of your personality and approach to work. The course encourages lively debate and provides you with an opportunity to meet new colleagues. In summary it is an excellent course that delivers what it says it will."*

*"I am a changed person as a result of the day; driving home I reviewed a particularly stressful email interchange and understood the person (Fiery Red!) was in no way intending to hurt my feelings but was getting on with their job. Rather than wearing the 'Cool Blue'/Earth Green bad-day face today I have already smoothed the waters and am getting on with my work with renewed positivity - Thank you!."*



### Chartered Institute of Procurement and Supply (CIPS) Qualification



In the Commercial Team - People Services we pride ourselves on continuous improvement and, as the demands of the service grow, so does the need to build the skills and capabilities of the team. Over the last year, seven team members have successfully completed the Level 4 CIPS qualification; 80% of the procurement team are qualified to CIPS Level 4, contributing to 35% of the Commercial Team- People Services as a whole.

In addition, we have worked with the Apprenticeship Programme to secure placements for two members of the team to undertake their CIPs apprenticeship during 2019/20.

To further develop and sustain the technical skills and knowledge of officers within the Commercial Team- People Services and wider teams, a Council wide in-house 'Procurement Academy' has also been launched to maximise public procurement understanding and best practice. Six members of the team have already completed the academy, with 13 due to take part in the next round.



## 3.0 Procurement Activity

The last year has been a mix of carefully planned for projects, such as the implementation of the new residential framework, the buildings based day care framework and shared lives services contract; as well as more reactive work like the downfall of Allied Healthcare or the need to re-procure two home care zones earlier than planned.

In all cases the team has worked incredibly hard to achieve success in each of the many projects listed in this report and have worked collaboratively with our colleagues in Adult Care and Public Health to ensure that we embed a strong foundation for the strategic planning of services, as evidenced with the introduction of many of the new services, such as Integrated Lifestyle Support or the Disabled Facilities Grant Countywide Framework.

### 3.1 Procurement statistics

The Commercial Team – People Services have successfully procured services with an annual value in excess of £138 million; delivering an intensive and complex work plan and showing significant experience and expertise in maximising service resource and capacity in a complex and challenging marketplace.

The 2018/19 work plan has required a substantial amount of determination and ambition, and the success in its delivery is compounded by team members' willingness to work above and beyond what would usually be expected. The team continues to embody and represent expertise in public procurement best practice approach.

### 24 Procurement Projects

have been delivered with an annual value of **£138 Million**

### 18 Procurement Projects

are LIVE and ongoing with an estimated annual value of **£49 Million**

As well as the live and going projects, **35 Procurement Projects** are planned for the upcoming 2019/20 work plan with an estimated **annual value of £58 Million**

The **full contract value** of contracts procured in 2018/19 is **£360 Million**

### 3.2 Key Projects

The Team has once again worked hard to deliver a high number of high risk, high value, and strategically significant projects in full compliance with the statutory framework we are working within, both in terms of procurement and in the delivery of Adult Care and Public Health Services. Some of the key projects delivered and their outcomes have been listed below, and this report allows us to highlight the significant outcome themes achieved for the people of Lincolnshire through the services procured this year:

Positive Lifestyle Choices

Outcome focussed – Person Centred Care

Innovative Cost Models

Supporting People to maintain their life in their home for as long as possible

Reduced Cost Burden to Public Services

Improved Quality of Service Delivery

Opportunities for Maximised Independence

Choice and Control

Opportunities for Growth and Development

Robust Service Provision

Transparency and Control of Service Costs

A Strong Foundation for Residential and Nursing Care for the next three years

#### Implementation of the New Residential Framework

Total Value: £320m

With the approval of the new framework model in Q4 2017/18 and the end of the previous framework agreement in March 2018 it was necessary to put in place brand new agreements with all of our residential and nursing providers. As with any major renegotiation of nearly three hundred agreements there was a risk that some of our current providers might decide not to renew the contract and as such the Commercial Team have focused considerable time and effort in ensuring that all our providers are signed up and vital care services can continue unaffected.

The introduction of a new pricing model for Learning Disability (LD) residential services represented the biggest change to how we contract for this type of care in many years which required in depth negotiations with key care providers. Ultimately this has been successful with all LD providers signed up and the new model already showing beneficial results.

With the successful implementation we are now in the position to work on maximising the benefits of the new improved framework agreement, continuing to build a strong market for residential and nursing care and, most importantly, ensuring service users receive the best possible care.

#### Outcomes for Lincolnshire

- ✓ **A strong foundation** for residential and nursing Care over the next three years
- ✓ **275 homes** commissioned and managed by LCC
- ✓ **3,600 service users** placed by LCC
- ✓ **Innovative cost model** in support of vulnerable adults with Learning Disabilities
- ✓ **Fixed Third Party Top Up fees** for three years, providing services users with **assurance** that fees will not increase

Page 15

## Homecare Re-procurement Grantham, Stamford & Bourne

Average Annual Value: £8m

In 2015 the authority undertook a large scale procurement to remodel homecare services in Lincolnshire. This resulted in 12 contracts being awarded to 12 providers, each with responsibility for a dedicated area of the county (referred to as a zone). These contracts were awarded on a 3 year + 2 year basis.

In December 2017 a report was presented to Exec DMT which reviewed the performance and risk associated with all of these contracts. As a result the decision was taken to extend 10 of the 12 zones and allow two of the contracts to expire. The decision to allow the contracts in Zone 9 – Grantham and Zone 12 – Stamford and Bourne to expire was due to persistent concerns about the quality of care being provided by those providers.

Following this decision a procurement exercise was successfully concluded over the summer of 2018 to establish two new contracts in Zone 9 – Grantham and Zone 12 – Stamford and Bourne. Zone 9 was awarded to a new provider to Lincolnshire, Fosse Healthcare with Zone 12 awarded to an existing Lincolnshire provider, Atlas Homecare Services. This process secured effective and good quality homecare services to over 500 service users. The new contracts commenced on 1st October 2018.

## Outcomes for Lincolnshire

- ✓ **Improved quality** of service delivery
- ✓ Outcome focussed and **person centre care**
- ✓ Supporting service users to **maintain their life in their home and community** for as long as possible
- ✓ **Choice and control** to enable service users to achieve the outcomes identified within their Support Plan

## Integrated Lifestyle Support (ILS)

Average Annual Value: £2.75m (includes £500k contribution from CCG's)

A procurement exercise is currently underway to commission a new Integrated Lifestyle Service. The service will focus on improving levels of physical activity, reducing weight and BMI, quitting smoking and drinking within safe limits. This service will be aimed at those aged 40-74, who are identified as "at risk" following an NHS Health Check, social care assessment or other clinical referral. This includes those with long term conditions whose symptoms may be made worse by not addressing one or more of these unhealthy behaviours. The ILS shall provide a service to eligible individuals for up to 12 months to support them to achieve improvements in their outcomes. The service may include; information, sign posting, goal setting, action planning and support tailored to the client needs.

Commencing on 1<sup>st</sup> July 2019, the new service will replace the current Stop Smoking service.

## Outcomes for Lincolnshire

- ✓ **Reducing the overall cost burden to public services**, particularly health and social care activities
- ✓ Support to adults to make **positive lifestyle choices**
- ✓ **Targeted access** to the service in line with local need and areas of health inequalities
- ✓ **Needs led integrated behaviour change** service

**Day Care**

Annual Value: £3m

The previous contract arrangements for external provision of day care services were a mixture of spot contracts, which commenced at different times and for varying durations, based on different pricing, and in some cases with different specifications and contract terms.

Recognising that there was a need for flexible services that can be tailored to individual needs, these factors demonstrated the need to establish a clear and consistent service specification and transparent pricing mechanism packaged within an appropriate contract mechanism to update and bring consistency to externally contracted day care services across Adult Care. A new framework was developed to establish a network of qualified providers across the county to fully meet the quality requirements set out by the Council will also bring the benefit of enabling a move to a more consistent approach to services; incorporating service specification, delivery of outcomes, performance management, understanding of capacity and management of service costs which will contribute to strengthening the market within Lincolnshire.

New contractual arrangements for Day Care commenced on the 15th November 2018.

**Outcomes for Lincolnshire**

- ✓ **New Buildings Based Day Care Contracts** for older people and people with learning Disabilities
- ✓ **Maximised choice** of services
- ✓ Ensured **consistency in service quality**
- ✓ Introducing **transparency and control to service costs**

**NHS Health Checks**

Annual Value: £684k

The NHS Health Checks Programme is a preventative health service aiming to reduce incidences of vascular disease and premature mortality/morbidity. It offers preventative checks to people aged 40-74 years to assess their risk of vascular disease (heart disease, stroke, diabetes and kidney disease) followed by appropriate management and intervention.

Lincolnshire County Council's NHS Health Check programme, delivered under contract by GP Practices, offers the service to 42,000 people each year. The programme has been very successful, with Lincolnshire in the top 10% best performing Councils in the country, as recognised by Public Health England. In 2018 the service contracts came to an end and it was necessary to re-procure the services contracts to ensure the same high standards of service and performance were maintained. In support of this, and to ensure that service provider coverage was maximised across the County, two rounds of tendering were undertaken during 2018.

**Outcomes for Lincolnshire**

- ✓ Maintaining **high standards of service, performance and coverage**
- ✓ Ensuring **transparency and compliance** through the procurement process
- ✓ **Promoting healthier lifestyles and improving health and wellbeing** in Lincolnshire

### Shared Lives

Annual Value: £700k

Shared Lives services offer people an opportunity to receive their care and support in a family based environment. This arrangement is a highly flexible alternative to residential care, or a person living independently with support. By providing appropriate placements for Service Users, Shared Lives support can help to decrease the need for longer-term and higher cost social care and health services, and reduce pressure on an already overburdened system. The Council's previous contract for Shared Lives services was approaching its maximum duration, which coupled with the lack of growth, necessitated a review of the contract scope and a re-procurement of the service in 2018.

Following a comprehensive service review, including demand planning, needs assessment and market engagement, the contract structure and scope were revised, the payment mechanism updated, and the performance management mechanism enhanced in order to address the issues affecting the service. The focus of the procurement was to establish a single provider for the county that will be able to fully meet the quality requirements set out by the Council, guarantee that they are able to properly meet demand, and ultimately to strengthen the market for delivery of Shared Lives Services in Lincolnshire.

### Outcomes for Lincolnshire

- ✓ Enhancing **opportunities for service growth and development**
- ✓ Ensuring **transparency, control and sustainability of service costs**
- ✓ **Supporting and maximising independence**

Page 18

### Home Based Reablement Service Provider Failure

At the beginning of November the team were faced with the imminent financial failure of Allied Healthcare, our then provider of the countywide Home Based Reablement Service. The priority for the team was to ensure continuity of care for the vulnerable people relying on the service, which is a critical component of the entire out of hospital strategic agenda.

Working with Allied Healthcare, both on a national and regional level, and with colleagues in Legal Services Lincolnshire, a number of contingencies were developed to secure this essential service. At the end of November, faced with further uncertainty around Allied's future a decision was made to novate this contract to Alderson Libertas. Alderson Libertas (known as Libertas) are a local company successfully delivering home care services on behalf Lincolnshire County Council as Prime Provider in two zones, Louth and Gainsborough. They also run two extra care services and a residential care home in the county, operating with a CQC rating of 'Good'.

Following complex negotiations with Allied Healthcare's Legal Team and Administrators, and working closely with Libertas and the local Allied Healthcare branch, a successful transfer of 270 existing service users and 230 members of staff took place on 14th December 2018.

### Outcomes for Lincolnshire

- ✓ **Support to regain independence**
- ✓ **Help more people to remain at home**
- ✓ **Services to facilitate hospital discharge**

## Framework for the Supply of Adaptation Works under the Disabled Facilities Grants (DFG)

Annual Value: £6m

The local housing authorities have had a statutory duty to provide help for major adaptations to disabled people's homes since 1990. This is usually done by a housing Authority providing a Disabled Facilities Grant (DFG). Disabled owner-occupiers, tenants of local authorities, housing associations and private tenants, landlords and licensees can all apply to their local housing Authority for a DFG. These grants fund works enabling changes to the property which help to make homes more accessible therefore allowing residents to remain in their homes and live independently.

All seven District Councils have been working closely with LCC, in its capacity as Accountable Body of the DFG funding, to try and reduce the timescales of the DFG application process as a whole and provide a more efficient service for the client. The Commercial Team has been represented on the DFG Moving Forward group focusing on the procurement stage of the DFG works with a view to reducing current timescales whilst delivering value for money. The outcome of this collaborative work resulted in the establishment of a countywide local framework.

This framework provides a legally compliant mechanism for the District Councils to directly award works to Contractors from an approved list within each geographical district area.

It is intended that the Local Countywide Framework will commence on 1st June 2019 and run for a maximum of four years.

## Outcomes for Lincolnshire

- ✓ **Established list of pre-qualified Contractors** for each geographical district area where works can be directly awarded
- ✓ **Standardised sustainable schedule of rates** across the county. This will aid in; evidencing value for money, countywide price consistency and allow for better reporting and benchmarking
- ✓ **The framework will provide a legally compliant mechanism** that clearly sets out the contractual relationships, roles and responsibilities, better safeguarding all parties, particularly the Client
- ✓ **Streamlined call off process** reducing current timescales and increasing the efficiency of the order process
- ✓ **Countywide contract management framework** which will standardise KPIs, documentation and processes, provide a mechanism for Contractor feedback and continuous improvement

## Other projects listed in the 2018/2019 Work Plan:

Project Title	Service Area OP/PD = Older Peoples /Physical Disabilities SS = Specialist Services	Description
Adult Care Assessment (Bank Work for Adult Care)	Adult Care OP/PD	Small exercise to establish a bank of assessment hours that Adult Care Operational Teams can draw down over the year if/when they require.
Carers Support Service	Adult Care OP/PD	Review, preparation and strategic planning work in advance of potential re-procurement in 2019.
Community Supported Living (CSL) Framework Review	Adult Care SS	Review, preparation and strategic planning work in advance of the CSL Framework re-procurement in 2020.
Community Supported Living (CSL) Mini Tenders and Brokerage	Adult Care SS	Operational coordination and management of commercial aspects facilitating new CSL placements through open select list.
Community Supported Living (CSL) 'Open Select List'	Adult Care SS	Annual re-opening of the CSL open select list.
Crisis Housing (linked to Housing Related Support)	Public Health with Adult Care SS and South West CCG	Contract extension, plus the review, preparation and strategic planning work in advance of any potential Housing Related Support re-procurement.
Dementia Family Support Service	Adult Care OP/PD	Review, preparation and strategic planning work in advance of re-procurement in 2019.
Discharge to Assess Beds	Adult Care – OP/PD	New winter period initiative for step up/down beds in Adult Frailty and Long Term Conditions.
Domestic Abuse Floating Support	Public Health with Resources, Community Wellbeing and Children's Services	Re-procurement project for outreach support services and Independent Domestic Violence Advisors (IDVA).
Emergency Hormonal Contraception	Public Health	Review, strategic planning and re-procurement of Emergency Hormonal Contraception contract. Contracts commencing on 1 <sup>st</sup> April 2019.
Homecare Re-procurement (2020)	Adult Care OP/PD	Review, preparation and strategic planning work in advance of the full homecare re-procurement in either 2020 or 2021, subject to decision making.
Housing Development for Extra Care	Adult Care OP/PD & SS	Strategic development of extra care housing and property options. Separate schemes covering Lincoln and East Lindsey.
Housing Development of Supported Living	Adult Care OP/PD & SS	Strategic development of supported living housing and property options. Separate schemes covering Lincoln and East Lindsey.

Project Title	Service Area OP/PD = Older Peoples /Physical Disabilities SS = Specialist Services	Description
Housing Related Support Accommodation	Public Health	Contract extension, plus the review, preparation and strategic planning work in advance of any potential Housing Related Support re-procurement.
Individual Service Fund (ISF) Pilot	Adult Care OP/PD & SS	Support the establishing of a pilot programme with existing service providers. Will include the development of suitable contract variations to existing 'traditional' contracts; to take account of ISF service delivery, funding, reporting and monitoring and timescales plus oversight of relationships between providers and service users.
Involvement	Adult Care SS	Incorporation of the Involvement Service into the Advocacy Service, which supports our engagement, working and co-production with Service Users across all Adult Care service areas.
Learning Disability Block Beds	Adult Care SS	Provision of block residential beds for specialist adult services.
Learning Disability Short Breaks and Emergency Placements	Adult Care SS	Review, preparation and strategic planning work in advance of potential re-procurement in 2019.
Lead Provider and Subcontractor Model Review	Internal	Review, analysis and recommendations on how the lead/subcontractor model is used in contracts. Addressing the risk of partnership breakdown and service deterioration/failure.
Library of Information and Services	Adult Care OP/PD, SS and Public Health	Website to promote health and social care services as well as provide dedicated customer support through 'care navigator' model.
Lincolnshire Sensory Service	Adult Care – OP/PD	Review, preparation and strategic planning work in advance of potential re-procurement in 2019.
Local Healthwatch	Public Health	Grant agreement for establishing the local healthwatch service.
Long Acting Reversible Contraceptives (LARC)	Public Health	Review, strategic planning and re-procurement of Long Acting Reversible Contraceptives contracts commencing on 1 <sup>st</sup> April 2019.
NHS Health Check Audits	Public Health	Review, preparation and strategic planning work in advance of re-procurement in 2019.
Pause	Public Health	Direct award of a contract for the provision of a pilot Pause Service in Gainsborough.
Prescribing Medicines Optimisation Service (PMOS)	Public Health	Review of the current contract which runs on a two year cycle from June 2017 to June 2019. Preparation and strategic planning work in advance of re-procurement in 2019.

Project Title	Service Area OP/PD = Older Peoples /Physical Disabilities SS = Specialist Services	Description
Residential Market Review	Adult Care OP/PD & SAS	A review of the Lincolnshire market for residential and nursing care. In the form of a report to Exec DMT etc. with analysis of current risks to the council and recommendations for ways forward. Will require technical follow up papers on how to deliver any initiatives that are agreed.
Seasonal Influenza Vaccination Service for community care staff	Public Health	Development and service delivery model to provide all eligible front line care staff in Lincolnshire with the seasonally flu vaccination.
Specialist Tailored Employment Partnership (STEP)	Adult Care SS	Procurement of a new service to support service users with learning difficulties into meaningful employment.
Telecare Implementation	Public Health	Ongoing work to support the implementation of the county wide Telecare Service.
The Avenue	Public Health	Software support for HRSS. Requires one year extension to move into Mosaic.
Transitional Care and Reablement Beds	Adult Care OP/PD	Provision of Lincolnshire County Council and Health joint commissioned residential beds.
Well Family	Public Health	Award of a contract for the provision of a pilot WellFamily service in Gainsborough.

# 4.0 Contract Management

2018/19 has been an eventful year with the contract management team working relentlessly to fulfil the requirements of the Contract Management Framework, as well as responding successfully to more reactive work required through a period impacted heavily by sector led challenges, Brexit, and of course the ongoing austerity cuts. We are full of examples where the team have gone over and above to ensure that service users received the quality of service expected and that the risk to them is minimised, and hope that this report successfully highlights the hard work, determination and dedication of the team.

As previously mentioned, and detailed to follow, there have been some significant changes in contract management through recruitment and portfolio realignment that will add significant benefit in ensuring that the most effective approach is maintained in managing available resource, provider relationships and risk.

We aim to ensure that all LCC contracts continue to deliver the best outcomes for the people of Lincolnshire and want to ensure that the end to end process of contracting is carried out in a way that delivers:

Page 23



## 4.1 Contract Portfolio

In July 2018, the Commercial Team - People Services contract portfolio was reviewed and restructured to maximise the utilisation of available resource, expertise and best practice in maintaining a robust and consistent approach to contract management that supports the effectiveness of contracts across Adult Care and Community Wellbeing. Key changes include:

- The restructure of contract portfolios based on geographical zones – allocated to maximise time and maintain travel efficiency, with the added benefit of reducing the carbon footprint of the team;
- Senior Contract Officer portfolios are aligned and dedicated specifically to Older Peoples/Physical Disabilities and Specialist Adult Services;
- The contract portfolio allows for the fair and balanced allocation of work to best utilise the time and experience of staff within the team.

The contracts managed by the team have been aligned to four key primary Categories:

**Residential Services**

**Community Based Services**

**Clinical and Community Prevention Services**

**Strategic Services**

**The Commercial Team – People Services currently manages 1000+ Contracts and Care Delivery Provisions, comprising:**

Page 24

<p><b>464 Residential Services</b></p>	<p>Covering the provision of long and short term accommodation, personal and nursing care, support and stimulation to adults in a residential or nursing care home setting.</p> <p>Delivered across:</p> <ul style="list-style-type: none"> <li>• <b>273 care homes</b> in Lincolnshire;</li> <li>• <b>165 care homes</b> located out of county;</li> <li>• <b>26 care homes</b> providing block transitional care beds.</li> </ul>
<p><b>259 Community Based Services</b></p>	<p>Covering the provision of care and support to individuals within the community, including:</p> <ul style="list-style-type: none"> <li>• <b>Home Care and Extra Care</b> - Delivered by <b>eight providers</b> across <b>12 Lincolnshire zones</b>;</li> <li>• <b>Community Supported Living</b> - Delivered via open select list of <b>32 approved providers</b> across <b>183 Settings</b>;</li> <li>• <b>External Day Care Services</b> - Delivered by an open select list of <b>32 approved providers</b> across <b>51 settings</b>;</li> <li>• <b>Internal Day Care Services</b> - Delivered across <b>13 settings</b>.</li> </ul>
<p><b>269 Clinical &amp; Community Prevention Services</b></p>	<p>Covering contracts with localised community based clinical and preventative provision, Including:</p> <ul style="list-style-type: none"> <li>• <b>Nine services</b> with organised measures to support individuals, organisations and society in the prevention of disease, promotion of health and prolonging of life among the population of Lincolnshire;</li> <li>• <b>NHS Health Checks and Long Acting Reversible Contraceptives (LARC)</b> - <b>178 contracts</b> delivered across <b>89 GP Practices</b> in Lincolnshire;</li> <li>• <b>Emergency Contraception (EC)</b> - <b>6 Contracts</b> delivered across <b>81 Pharmacies</b> in Lincolnshire and <b>one online provider</b>.</li> </ul>
<p><b>26 Strategic Services</b></p>	<p>Covering <b>26 contracts</b> that meet one or more of the following criteria:</p> <ul style="list-style-type: none"> <li>• It provides a countywide service;</li> <li>• It is delivered by a single or lead provider;</li> <li>• It is of high value and/or political significance;</li> <li>• It provides a market/system support function.</li> </ul> <p>This includes contracts such as the countywide Wellbeing Service, Dementia Family Support Service, and Integrated Community Equipment Service (ICES).</p>



## 4.2 Contract Management Activity

**The average annual value of contracts managed by the Commercial Team People Services is £213.5 Million.**

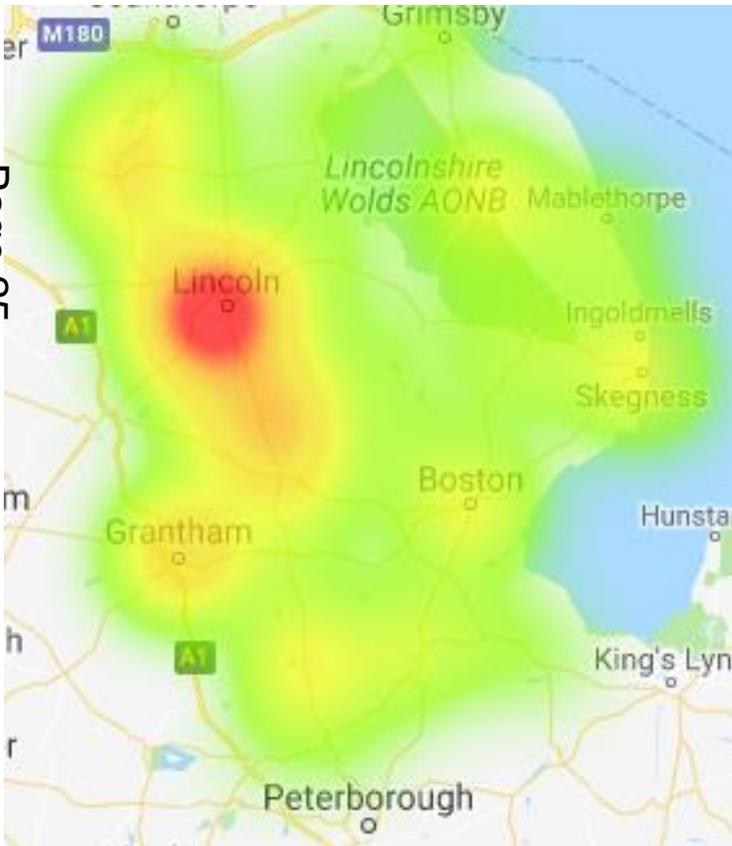
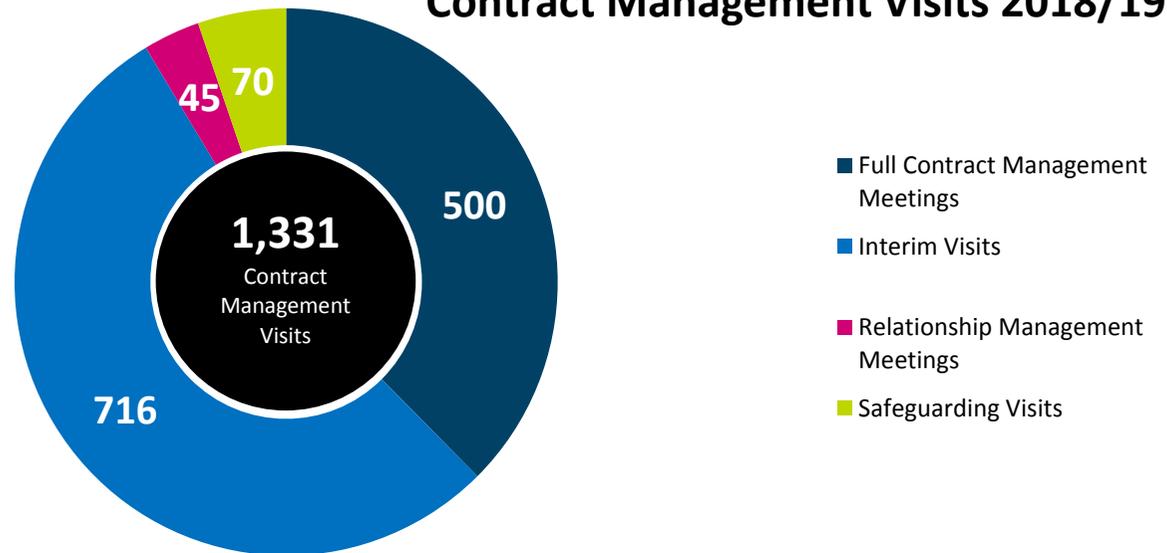
Contract Officer engagement and strong relationship building with providers is critical in ensuring that all services are monitored effectively, provide value for money and meet specified service quality standards, whilst maintaining regulatory and contractual compliance. The role within the Commercial Team People services requires a high level of experience and expertise in order to effectively contract manage a broad portfolio of complex and risk prone services, with staff taking personal responsibility for supporting and holding providers to account to ensure that effective services are delivered to the people of Lincolnshire. The volume of work completed this year is a testament to the Team's growth and dedication:

The number of visits completed by the team has increased 20% compared to the 2017/18 financial year.

### 4.2.1 Contract Management Statistics:

In 2018/19 the team has carried out the following provider visits:

### Contract Management Visits 2018/19



2018/19 Contract Management Visit Activity

Of course the activity of the team and supporting colleagues is not only represented in the number of visits undertaken but also in the significant amount of work completed at the office base. Contract management activity can be both planned and reactive dependent upon a variety of factors, including contractual requirement and contract risk.

An unprecedented amount of work has been completed by the team this year, including but not limited to:

Responding to and successfully managing:

<b>562</b>	Poor Practice Concerns
<b>680</b>	Safeguarding Enquiries
<b>429</b>	Serious Incidents
<b>16</b>	Contract Default Notices
<b>10</b>	Suspensions

As well as the significant amount of work involved by both the Commercial Team and Business Support Colleagues in the last six months in processing:

<b>124</b>	Contract documents
<b>146</b>	Out of County agreements
<b>330</b>	Variations/Extensions*
<b>12</b>	Grant Agreements
<b>4</b>	Novations

\*The high number of variations processed is as a result of variations required following the introducing the new GDPR Regulations which required a variation to be undertaken for every contract.

### 4.3 Risk Management

The Commercial Team People Services currently has a robust framework in place to consistently and fairly assess and manage contract/provider risk and ensure a standardised contract management approach that is tailored to the specific requirements of the contracts within our portfolio. Based on the providers currently managed via the risk methodology, since April 2018:

Page 27

**LOW RISK PROVIDERS**  
The number of low risk providers has remained consistent at 202

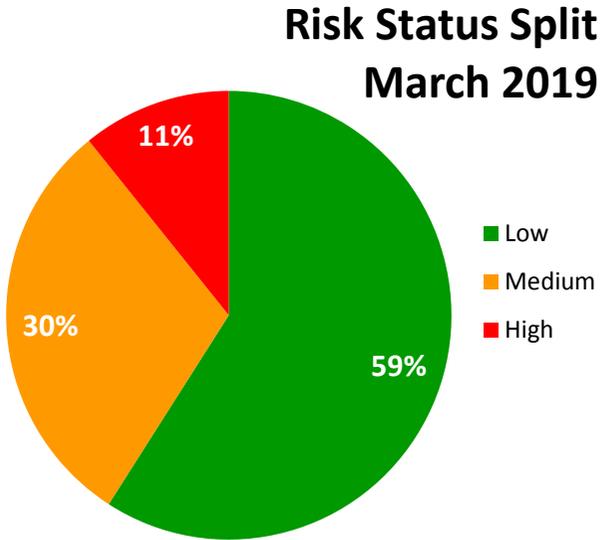
Throughout the year this has fluctuated as low as 185 and as high as 207

**MEDIUM RISK PROVIDERS**  
The number of medium risk providers has reduced by 10% from 114 to 103

Throughout the year this has fluctuated as low as 99 and as high as 115

**HIGH RISK PROVIDERS**  
The number of high risk providers has increased by 12% from 33 to 37

Throughout the year this has dropped as low as 31 and increased as high as 39



Source: CTPS Risk Matrix

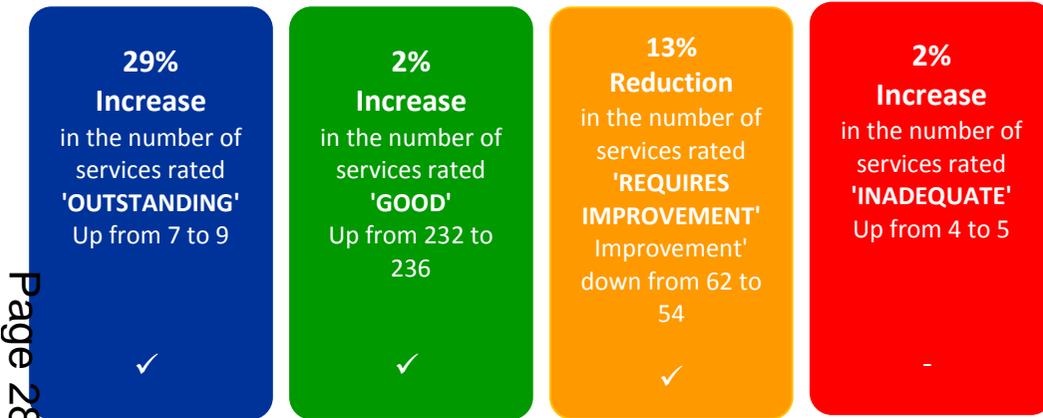
The fluctuation in risk status count is not only due to changes in individual provider risk, it is also impacted by a variety of indicators, including, but not limited to, the commissioning of the new contracts, contract loss and the incorporation of new services into the risk methodology.

The risk management approach adopted by the Commercial Team - People Services is under continuous review to ensure that it accurately reflects not only the risk made obvious through engagement and assessment of providers, but also reflective of the risk from the challenges currently faced within the Adult Care and Community Wellbeing market. The increase in high risk providers is indicative of those challenges and reflects the effectiveness of this tool in identifying providers that require additional support from Contract Officers to maintain viability and service standards. When assessing trends over the time, the number of High vs. Medium vs. Low reflects significant improvement since the risk methodology was introduced.



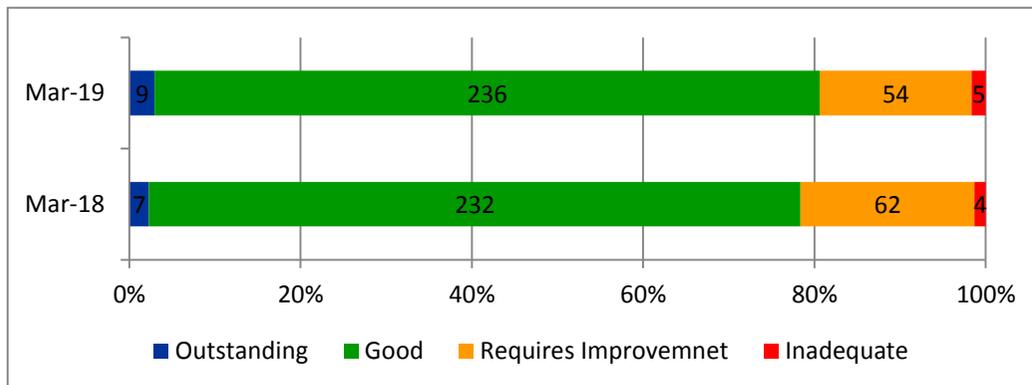
## 4.4 Care Quality Commission (CQC)

The services commissioned by Lincolnshire County Council and managed by the Commercial Team – People Services have shown measurable improvements over this reporting period, including:



Source: CTPS Risk Matrix

The following charts show the comparative split across these services from the end of March 2018 vs. the end of March 2019:



The following homes have evidenced care quality improvement:

Improvement	Care Setting
<p><b>21 Services</b> have improved in rating from Requires Improvement to <b>Good</b></p>	<ul style="list-style-type: none"> <li>• Abbey Court Care Home</li> <li>• Apex Care Centre</li> <li>• Bank House Care Home</li> <li>• Bernadette House</li> <li>• Capricorn Cottage</li> <li>• Caythorpe Residential Home</li> <li>• Field House</li> <li>• Five Bells Residential Care Home</li> <li>• Summerfield Residential Home</li> <li>• The Georgians (Boston) Limited</li> <li>• The Grove Care Centre</li> <li>• The Manor Care Home Scotter</li> <li>• Greenacres Care Home (Heckington)</li> <li>• Homer Lodge Care Centre</li> <li>• Kimberley Care Village</li> <li>• Martin Hall Nursing Home</li> <li>• Meadows Edge Care Home</li> <li>• Meadows Sands Care Home</li> <li>• Ruckland Court</li> <li>• Woodlands Court Care Home</li> </ul>
<p><b>Two services</b> have improved in rating from Good to <b>Outstanding</b></p>	<ul style="list-style-type: none"> <li>• An Caladh House</li> <li>• Hartsholme House</li> </ul>
<p><b>One service</b> has improved in rating from Inadequate to <b>Requires Improvement</b></p>	<ul style="list-style-type: none"> <li>• South Wold Nursing Home</li> </ul>

The rating Score applied by the CQC for all services based in Lincolnshire (not just those commissioned and managed by LCC) is **62**, which is a strong position in comparison to the rest of the Midlands and East Region.

Highest = 64	1	Cambridgeshire & Peterborough
	2	Mid & South Essex
	3	Northamptonshire
	4	Shropshire, Telford & Wrekin
62	5	<b>Lincolnshire</b>
	5	Hereford & Worcestershire
	5	Hertfordshire & West Essex
	5	Leicester, Leicestershire & Rutland
	5	Milton Keynes, Bedfordshire & Luton
	5	Suffolk & North East Essex
	6	Coventry & Warwickshire
	6	Nottinghamshire
	7	Birmingham & Solihull
	7	Derbyshire
	7	Norfolk & Waveney
	7	The Black Country
Lowest = 58	8	Staffordshire

This score indicates an above average prevalence of **Good** and **Outstanding** Services within Lincolnshire.

Source: CQC\_Care\_Homes\_Ratings\_Report\_December\_2018

**Success Stories:**

Page 29

Care Provision	Activity	CQC Status
<p><b>CAPRICORN COTTAGE</b></p> 	<p>After several years of the home being rated as requires improvement the Commercial Team have been heavily involved in supporting Capricorn Cottage in the achievement and retention of a Good CQC rating. A lot of work went into supporting this provider through changes to their management, staffing team, the environment, and the way in which people receive care and support</p>	<p><b>March 2018: GOOD</b></p> <p><b>March 2019: GOOD</b></p>
<p><b>MEADOWS EDGE</b></p> 	<p>Meadows Edge has had a challenging history fluctuating between medium and high risk. A new manager was appointed and Senior Contract Officers worked very closely with the service to ensure that the improvements were sustained. The CQC inspected the service in early 2019 and as a result of the support provided by the team, the service went from Requires Improvement in all five domains to Good overall with Requires improvement in only one domain.</p>	<p><b>March 2018: REQUIRES IMPROVEMENT</b></p> <p><b>March 2019: GOOD</b></p>

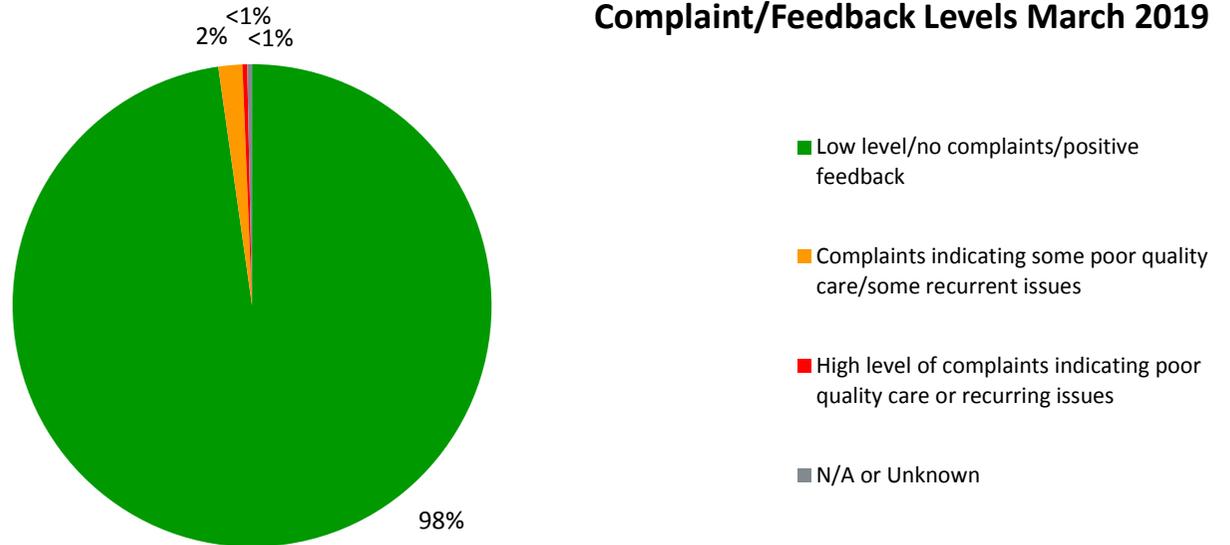
## 4.5 Service User Experience

Service user experience is a priority that sits high on our agenda and we are pleased to report that:

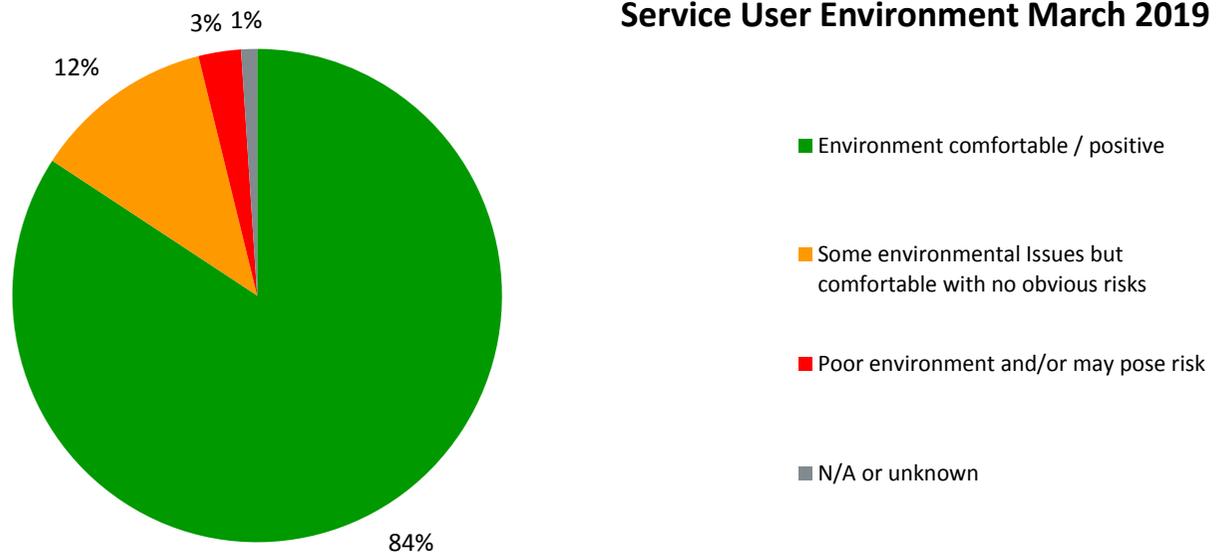
**91% of the Residential and Nursing Homes commissioned and Manged by the CTPS are rated 'Good' or 'Outstanding' in the 'Caring' category by the CQC;** none of these homes rate 'Inadequate' in this category.

To further provide assurance in the experience of service users, we undertake assessment through feedback via our contract management process. The following charts show the current indicated levels of complaints and compliments and also the current rating through our risk assessment tool of the service user environment:

### Complaint/Feedback Levels March 2019



### Service User Environment March 2019



## 4.6 Key Highlights, Good News and Celebrated Success

### 4.6.1 Escalation Process Improvements

#### Maximising Support, Minimising Risk

Over the course of the last four months, experienced Senior Contract Officers embarked on a project to review and assess the effectiveness of current escalation processes within the contract management arm of the Commercial Team - People Services; resulting in the pilot and creation of a defined, documented and robust standard operating procedure for managing provider escalation, appropriately dubbed 'Maximising Support, Minimising Risk'. The purpose of the procedure is to provide guidance to Contract Officers of available escalation steps and support, and when to seek additional support in managing provider risk. Not only does this provide Contract Officers with the tools for effective decision making, it also maximises support, drives consistency in approach and enforces a shared, clear and transparent understanding of expectations and next steps.

The 'Maximising Support, Minimising Risk' process provides clarity on escalation options, the situations in which they will be triggered and the method / best practice approach for intervention and follow-up on a peer and senior level. This includes:



There are a number of instances where this process will be triggered and one or more of these options invoked. Instances may include, but are not limited to:

- Where a Provider is medium or high risk with action plan in place, and has not completed all required actions within three months;
- The Registered Manager is attempting to improve the quality of service but hampered by Owner/Corporate body;
- Contract Officer/Senior Contract Officer identifies a need for additional support/guidance/advice.

## Contract Management Governance

Operating formally since November 2018, Contract Management Governance is a newly established group, responsible for the oversight, review, control and governance of the all contract management and escalation activity. The group acts as ambassadors in the continuation of efforts to maximise consistency and efficiency; ensuring that the most effective approach is adopted in the management of contracts and associated risk.

The Contract Management Governance Board operates fortnightly and contains the following membership:

- Chair – Strategic Commercial & Procurement Manager (Heather Lindley)
- Strategic Leads for:
  - Community Based Services (Edward Baker),
  - Residential Based Services (Dave Harris),
  - Clinical and Community Prevention Services (Catherine Southcott);
- Commercial Development Team representative (Dionne Soonthornsaratoon);
- Business Support – minutes and agenda (Eloise Smith).

Page 32

The group is accountable for cross-examining provider status and risk against contract management activity and market demand/challenges, highlighting trends and deciding on action to enforce and drive continuous improvement in the activity of the team and performance of contracts. The meeting underpins and enforces actions that feed into or result from monthly multi-department/agency Service Quality Review.

### 4.6.2 Approach to Strategic Contract Management

Following a review of the contract types and management approaches employed across the team it was recognised that employing a strategic approach to specific contracts and services would be mutually beneficial to LCC and providers. This reflects the countywide, high value and/or significance of this group of strategic partners warranting a fresh approach to their management and engagement with LCC. A new contract management framework is therefore in development and currently being piloted with a number of key providers. The enhanced framework includes a suite of supporting templates and dashboards that provide increased visibility and consistency to the way that Key Performance Indicators (KPIs) and management information data are reported, they facilitate a partnership approach to contract management meetings, effective and consistent performance and risk monitoring and an annual appraisal of service quality and strategic planning. Once all provider and officer feedback has been reviewed the finalised framework will be rolled out across all strategic contracts in 2019/20.

### 4.6.3 Wellbeing Service 'High Assurance'

In February and March 2019, Assurance Lincolnshire (Lincolnshire County Council's internal audit team) conducted an audit of the Wellbeing Service; which sought assurance in:

- The Commercial Team – People Services' approach to contract management of the service;
- The functionality of the new service, since it commenced on 1<sup>st</sup> April 2018.

The review also addressed findings from an audit conducted in 2017 whereby the service received the status of 'Limited Assurance'.

In the report published in April 2019, the audit of the service concluded with a status of **'High Assurance'**, successfully demonstrating the team's determination and commitment to continuous improvement. Assurance Lincolnshire concluded that:

*'Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance. The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.'*



### 4.6.4 Home Closure Process Improvements

Our aim when it comes to care home provision is to ensure that people are able to live within their chosen care home for as long as they want or need, maintaining consistency, independence and positive care experience. Unfortunately, we are sometimes met with situations which affect the running of a care home and may result in home closure / provider failure. Examples of this include, but are not limited to:

- Provider exit from the market ;
- Home closure due to safety and quality concerns which initiate suspension or regulatory action being taken to protect residents from serious risk;
- An emergency situation that causes significant risk within the home e.g. fire/flood, Infection Control;
- Changes in care home registration e.g. deregistration from nursing provision.

It is our responsibility to ensure that such situations are managed in an effective and efficient way that minimises the risk to service users.

In November 2018, The Commercial Team - People Services underwent a process review and generated improved guidelines for members of the Local Authority and NHS staff when managing potential, planned and unplanned home closures, in collaboration with Chief Nurses from the East, West, South and South West Lincolnshire Clinical Commissioning Groups (CCGs). The Best Practice Guide outlines the joint operational approach when managing situations that identify significant risk in existing resident placement, to ensure that all relevant parties are involved and that activities follow a coordinated approach. This process follows good practice guidance developed by the Department of Health, ADASS, Local Government Association, Care Provider Alliance, CQC and NHS England.

**The Work of the Team**

In 2018, we successfully managed two home closures which resulted in the relocation of 41 service users to new care homes. The Officers supporting these homes were praised for the time and support given to these providers through a complex and challenging time.

One of these providers failed for financial reasons - the consequences of being under Company Voluntary Agreement led to failure to pay staff for two weeks. Through initiating a collaborative plan of communication and support, the team were able to ensure that staff were paid and continued to work whilst arrangements were made to move residents to alternative accommodation. The work of the Team alongside operational teams and Health colleagues ensured that we were able to find and facilitate alternative placements for 23 residents in just four days. Officers were commended for the person centred approach demonstrated, taking personal accountability for the transfer of residents.

Page 34

**4.6.5 Additional Support to Homes in Financial Difficulty**

*'[We] would like to thank you so much for your time.*

*[We] found the meeting extremely valuable and informative and it has given us **renewed vigour to move forward**. I have fed back to the Directors and they are copied on this email.*

*I will make contact as we would very much welcome a visit to discuss the potential uses of our Day Centre Building and our current Office space.*

*We will keep you updated.*

*Thank you again for your support - it is greatly appreciated.'*

*'Thank you for...*

*...your assistance in transporting a resident to another Home near Newark on the 11th June. Had you not taken her she would have remained at [the home] as the only resident, as transport never arrived!!*

*...For ensuring communications with appropriate departments in order [that] staff were paid two consecutive months.*

*...For ensuring I and my staff received the appropriate support following the closure of the home and chasing the CVA for answers and keeping me informed. And for answering my endless calls/concerns!!*

*I am sure this must have been very wearing for you, however you never expressed this.*

***You were an absolute brick, a real support.'***

We also supported homes that have been experiencing financial difficulties, exploring ways that their service can diversify and offer new services to ensure their long term viability.

One home on the East Coast contacted the Commercial Team because it was struggling with a high level of vacancies and some short term cash flow problems meant that staff wages might not be paid. The immediate financial concerns were resolved by facilitating an additional payment run to cover backdated fees and officers from the Commercial Team then met with the manager and administrator to discuss options moving forward which would put the home on a stronger financial footing in the longer term.

The team discussed the possibility of changing the use of part of the building to provide day services and also considered the possibility of the home varying the types of service users that they accepted into the home.

The team also provided close support when a provider went into administration last year resulting in two care homes being at risk of closure. Working with Administrators it was apparent that one of the homes had to close in order to stabilise the overall business, and the Commercial Team – People Services were able to successfully manage this closure with minimal disruption.

Further to this the potential closure of another home represented a much greater issue with over 20 complex nursing placements being at risk. After direct negotiations with the Administrators and potential buyers the Council was able to provide additional support to the business while in administration to the point that it was possible to find a new buyer and ensure continuity of care.

#### 4.6.6 Joint Working with the Lincolnshire County Council Quality & Development Team

The Commercial Team has worked closely with the Quality and Development Team to offer targeted support to a number of care homes across the county. In particular assistance and advice has been given to support homes with care planning, activities, dignity and mealtime experience.

Homes that require targeted support are discussed at monthly Service Quality Review meetings to ensure a coordinated approach to improving quality of services. Some homes that have benefited from this targeted support are listed below:

Page 35

- The Laurels, Holton cum Beckering
- Ashfield Lodge
- Melody Lodge
- Ferndene Care Home
- Redcote House
- Sandbeck House

This is an example of joint working where the Commercial Team is able to draw on the support of other teams and agencies to improve the quality of services in Lincolnshire.

#### 4.6.7 System Wide Improvements to Specialist Adult Services Options

With the successful implementation of the new Residential Framework and cost model for learning disabilities residential services, as well as new contracts for Buildings Based Day Care and Shared Lives, and ongoing improvements to Community Supported Living (CSL), we are now in a much stronger position to better manage the demand for Specialist Services placements. Having established a full range of fit-for-purpose sourcing routes means that Operational Teams are now able to better allocate increasingly scarce resources appropriately as well as allowing the Council as a whole to work toward building additional capacity in the right areas.

Accessing appropriate housing for individuals with complex learning disabilities can be particularly challenging, but through the development of CSL processes, including the brokering of placements into existing CSL schemes and mini- tendering processes for the establishment of new CSL accommodation, during 2018-19 the Commercial Team has supported **68 new placements for individuals with complex needs.**

#### 4.6.8 Local Government Chronicle Awards

##### Wellbeing Lincs

Wellbeing Lincs were shortlisted for a Local Government Chronicle Award in the Public/Public Category only nine months into service delivery. The award sought to recognise Public Sector Bodies and Councils joint working initiatives that drive service improvements and/or improved efficiency. The Wellbeing Lincs partnership comprising of the four district councils delivering the countywide Wellbeing Service (East Lindsey, North Kesteven, West Lindsey and City of Lincoln) were represented at the Award Ceremony in London following a judging panel interview held in January 2019. Whilst it was too early in the contract to evidence the full potential and impact of the service the judges' comments are encouraging for the journey so far:

*"This partnership has made a good start in bringing together a number of organisations to deliver positive outcomes."*

##### Carers FIRST

Carers FIRST were shortlisted for two Local Government Chronicle awards in the Modern Partnership and Health and Social Care Categories. Whilst not winning in either category the Provider and colleagues from the Council represented the service at the awards and were recognised for the hard work that has been undertaken over the three years of the Carers contract to embed a joint working approach to support Carers across Lincolnshire.



#### 4.6.9 Supporting Innovation and New Approaches to Service Provision

The Commercial Team - People Services continues to support and encourage providers in the adoption of new ideas and innovative approaches to service delivery, as a means to improve the lives of the residents of Lincolnshire.

An example of this is a project ran by the Addaction Drug and Alcohol Treatment Service in collaboration with students from the University of Lincoln to support service users in their recovery from alcohol and substance misuse. Following the provision of safeguarding training, the students work to facilitate a combination of art therapy and participatory arts on a one to one basis.

The project went on to successfully enable service users to produce artworks for a public exhibition, thus boosting their self-esteem, confidence and creative skills, and aiding their continuing recovery. Whilst students benefited from professional experience working with a national organisation undertaking transformational interventions with vulnerable adults, who boosted students' career aspirations and evaluation skills, as well as providing them with insights into project management and the role of the arts in recovery from substance abuse.



## 5.0 Commercial Development Update

The Commercial Development Team sits within the Commercial Team - People Services. Responsible for supporting the wider Commercial Team - People Services in the provision of intelligence and reporting, quality assurance and project management; the team ensures that sufficient processes and controls are in place, and that the Commercial Team have full visibility of data and information to facilitate strategic decision making and maximise opportunities for development and collaborative working.

The work of the team is varied, and targeted at improving ways of working and imparting best practice methodology that will support continuous improvement in the procurement and contract management of services to vulnerable adults in Lincolnshire.



- By early summer the team will have finalised our **New Contract Register**. This will clearly show the link between contracts and individual delivery settings and will form the basis for all of our data, reporting and intelligence.
- Working with our colleagues in the Enterprise Data Warehouse Team we will further develop our **Reporting Capability**, reducing manual creation and becoming more efficient, for example utilising an API link to have automatic access to CQC data preventing the need for manual data entry.
- We will continue to provide project management support for key procurement projects, such as the mobilisation of the new **Integrated Lifestyle Service** and the **Home Care Service Review** and subsequent re-procurement.

## 6.0 Key Challenges

It is safe to say that since last year the main challenges facing the Team and Adult Care have not been made easier, we continue to see greater demand for services along with increasing complexity set against a fragile provider market.

In the last year we have seen a number of major changes to our key services with a number of home care contracts transferring to new providers but most emblematic of the challenging state of the market was the failure of Allied Healthcare who were the Council's Home Based Reablement service. A loss of a national provider on such a large scale meant that vital services may be seriously disrupted and the team had to very quickly arrange for suitable alternative provision. Similar cases also happen on a somewhat smaller scale with a number of care homes closing in the last year as well as two home care zones being re-procured, each of these again representing a real risk of potential harm to the affected service users. While the numbers of provider failures remains relatively low, and the team continues to find good remedies, and is still keenly focused on efforts to ensure the market for services is as robust as possible.

In addition to the risk of provider failure events the state of the workforce for care services remains a critical challenge. Many of the problems that providers experience, and in turn have a direct effect on their stability, is the relative lack of available care workers for key activities like home care or nursing. Providers are working hard to improve their recruitment and retention activities with support from the Council and other bodies like ADASS but there still remain deep seated challenges within the system both locally and nationally.

With these issues at the forefront of the team's agenda we are now looking forward to the next round of contracts post 2020 when we will see a number of our largest and most important services up for renewal. This work will be absolutely vital in ensuring that our key services are designed in a way that best meets the challenges of the future.

## 7.0 Better Care Fund & Winter Monies

In addition to the council's core funding for adult care services the council has received supplementary financial aid in the form of grants from the Better Care Fund and Ministry of Housing, Communities & Local Government (MHCLG) Winter Funds. This represents a crucial funding stream which purpose is to support the care system in meeting the immediate challenges we are facing and without BCF and Winter Funds many of the improvements to services we have been able to support would not have been possible.

The commercial team has led on implementing new initiatives that stem from this funding, including;

- **Support to Homecare Workforce:**

- New initiatives to support rota planning, care worker coordination, call monitoring;
- Measures to support travel for care workers;
- Improved advertising for care worker jobs;
- Staff training and development;
- Better equipment for staff including smart phones, uniforms and PPE;
- New incentives for recruitment and retention;
- Ensuring continuity of care when people go into hospital from home so when they return their care plans aren't affected;
- Enhanced support to services transitioning from provider to provider, particularly those happening in short timescales.

- **Home Based Reablement Service Mobilisation and Transition Support Grant Outcomes**

Following the administration of Allied Healthcare and the associated transition of the Home Based Reablement Service to new provider Libertas, some BCF monies were made available to support the delivery of the following outcomes:

- New incentives to maximise the retention of transferring staff;
- Any other short term, unforeseen, events that arise from transitional pressures.

## 8.0 Upcoming in 2019/20

The Commercial Team – People Services has a wide variety of activity planned for 2019/20, with a robust work plan in place that appropriately sets out the work for the year; allocated and prioritised appropriately based on strategic requirement.

As well as the ongoing 'business as usual' work of the team, examples of upcoming projects include:

### Contract Management Activity

- Review of **Contract Management Framework** for all contract types;
- Review of the **Risk Matrix Methodology** for all contract types and the establishment of a new risk assessment tool;
- **Provider Forum** - An annual conference style event will be held for the whole Adult Care and Community Wellbeing provider market.

### Procurement Activity

Page 41

2019/20 sees another busy year for the Procurement Team with over 30 projects in the work plan. Some of the key pieces of work are summarised below:

- **Integrated Lifestyle Service** - The service is currently out to procurement, the service will be mobilised ready for implementation on 1st July 2019;
- **Home Care Review** - The current Home Care contracts are due to end on 30th September 2020 with the option to extend for a further year. A full review of these arrangements is underway to enable a decision on the future model and procurement late summer 2019.
- **Home Based Reablement Review** – A review to be completed to enable a decision as to the most effective model, to be considered alongside Home Care;
- **Housing Related Support and Crisis Housing Review** – A full review of available options and strategy development in advance of the current contract coming to an end in July 2020;
- **Community Supported Living Framework Review** - work is underway to complete a full review of the current CSL framework to ensure that the team are in an optimum position to begin a procurement process if required;
- Review and potential re-procurement of the **Domestic Abuse Outreach** and **Independent Domestic Violence Advice** contracts.
- **Integrated Community Equipment Services (ICES) Review** – A review is to be completed by September 2019 in preparation of a potential re-procurement to begin 18 months in advance of the contract ending on 31<sup>st</sup> March 2021;
- **Direct Payments Support Service** – A full review is to be completed to enable a decision on the future model ahead of a re-procurement towards the end of 2019;
- **Transitional Care Beds** – Review of the current contract arrangements to enable service improvements to be incorporated into a future re-procurement.

# Thank you...

...for reading this document. Should you require any further information or clarification, please email the Commercial Team – People Services at:

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