

1st October 2012**Agenda Item:****REPORT OF THE SERVICE DIRECTOR, JOINT COMMISSIONING, QUALITY
AND BUSINESS CHANGE****OVERVIEW OF JOINT COMMISSIONING, QUALITY AND BUSINESS
CHANGE****Purpose of the Report**

1. To provide an overview of the services which come under the remit of Joint Commissioning, Quality and Business Change.

Information and Advice**Key areas of service**

2. The Service Director for Joint Commissioning, Quality and Business Change is responsible for a range of support services including:
 - Commissioning of social care services including those services commissioned jointly with health partners
 - Developing social care services in partnership with independent sector providers, including management of the market to ensure sufficient provision
 - Quality auditing and monitoring of commissioned services
 - Safeguarding adults including implementation of Deprivation of Liberty safeguards
 - Savings and efficiencies programme for ASCH&PP
 - Departmental risk, safety and emergency planning
 - Business support functions
 - Performance Information Team and social care policy
 - Social care electronic records – Framework-i
 - Adult Care Financial Services – payment to providers and collection of service users' charges.
3. In addition to the above support functions, the following direct services also come under this service area:
 - County Enterprise Foods
 - County Horticulture and Work Training.

Joint Commissioning

4. The Joint Commissioning Unit (JCU) supports the work of the Health and Wellbeing Board by contributing to the development and revision of the Joint Strategic Needs Assessment (JSNA), the development of a Health and Wellbeing Strategy (HWS) and the promotion of integrated strategic commissioning and delivery of services with commissioners and providers across health and other partners. The overall aim of this work is to create better joined up, more effective and efficient local services.
5. Currently six of the twelve priority areas identified in the Health and Wellbeing Strategy come under the area of responsibility of the Corporate Director, Adult Social Care, Health and Public Protection, covering; older people, dementia, physical and sensory disabilities, mental health and emotional wellbeing, learning disabilities and people with autism spectrum disorders. The JCU supports the two main adult and older people's Integrated Commissioning Groups and sub-structures to deliver on these priority areas. This includes leading on the integrated commissioning of carers' support services and a wide range of prevention and early intervention services that focus on reducing the demand for more intensive services.
6. One of the JCU's responsibilities is to ensure that people who use services, their carers and the public are involved in the evaluation of existing care services and in the design and development of new services. This involves a wide range of work including:
 - supporting a number of forums such as the Older Person's and Carers Advisory Groups
 - specific events and activities, such as the development of Healthwatch
 - preparation of easy-to-read information and support to people to take part in meetings such as the Nottinghamshire Learning Disability Partnership Board
 - facilitating 'Working Together for Change' events where people who use services come together in a focused workshop with commissioners and providers to agree what is working well and identifying areas where improvements are required.
7. The JCU works together with the Corporate Procurement Unit in relation to services commissioned from independent sector providers. The JCU's responsibilities include:
 - assessing and understanding local needs
 - appraising the evidence base and cost efficiency of different models of service provision
 - liaising with providers and people who use services
 - developing service specifications
 - day-to-day quality monitoring and improvement of the services delivered under the contracts.
8. The Market Development and Care Standards team, which sits under the JCU, is responsible for the annual auditing of independent sector care services. During the course of 2012/13, the team will undertake approximately 174 annual quality audits in care homes for older people and approximately 130 audits in care homes for younger adults. Audits will also be undertaken with the 30 existing domiciliary care providers and approximately 30 care, support and enablement providers. Preparations are also underway for the auditing of day care services.

9. In addition to the annual audit process, the Market Development and Care Standards team also follows up quality referrals where concerns have been identified by operational staff. The team meets regularly the Care Quality Commission (CQC) and Health partners to share intelligence regarding independent sector care services and work in partnership to ensure the delivery of good quality care services.
10. Also as part of the Committee's Work Programme, the Chair of the Nottinghamshire Safeguarding Adults Board - Mr Alan Breeton - will be attending this Committee in November to give an update on Safeguarding.
11. The JCU is proactive in developing a diverse range of good quality, affordable social care providers within the local market. Examples of current initiatives include:
 - Supporting very small businesses (micro-enterprises) of five or fewer full-time staff to establish or maintain their services. Micro-enterprises make a significant contribution to helping people to live at home and they are often able to offer flexible, person-centred services. In the past 18 months the department has supported the development of over 41 micro-enterprises in Nottinghamshire and this work has attracted national interest.
 - The department has produced its first social care Market Position Statement which seeks to provide key information on the Council's commissioning intentions to help both existing providers to develop their businesses to meet local needs and also to help new providers who may want to enter the local market.

Safeguarding Adults

12. The Nottinghamshire Safeguarding Adults Board (NSAB) is the multi-agency partnership which oversees the implementation and development of policy, procedure and practice to ensure that vulnerable adults in Nottinghamshire are safeguarded. Nottinghamshire County Council is the lead agency in ensuring implementation of the work of NSAB.
13. NSAB has structure beneath it, with chairs of sub groups driving forward different facets of safeguarding work. Chairs are held accountable for the various work streams by the independent chair of NSAB. The Standing sub groups are:
 - The Quality Assurance Sub Group which oversees performance, quality and audit across a range of agencies involved in safeguarding adults work.
 - The Serious Case Review Sub Group. Serious case reviews are undertaken when a vulnerable adult dies or is seriously injured and abuse or neglect are thought to be a factor. This group has the responsibility for commissioning serious case reviews and to oversee the implementation of any recommendations across all relevant partner agencies arising from these reviews.
 - The Communication Sub Group provides a robust and effective approach to communicating safeguarding messages to service users, the public, and to staff. The group takes a proactive approach to joint press releases to promote a good understanding of safeguarding procedures as well as responding to media interest in specific safeguarding cases such as those leading to a Serious Case Review. Other

recent work includes a good neighbour campaign encouraging people to look out for older people, disabled people or people at risk from abuse and harm.

- The Training Sub-Group takes responsibility for ensuring the implementation of a multi-agency training strategy to provide staff with the necessary skills and knowledge to effectively and efficiently undertake their prescribed roles with the procedure. Additionally, the group makes sure that both multi-agency and single agency training is delivered to a consistently high standard.
14. The Peer review into safeguarding adult arrangements undertaken in November 2011 provided assurances that arrangements in Nottinghamshire are basically sound but at the same time identified areas for further development. These recommendations have formed an action plan and progress against this action plan has been reported to this Committee previously.
15. Safeguarding adults has an interface with many other areas of work and every effort is made to develop and maintain strong and effective links with:
- Hate Crime work which is led by the district councils
 - The management of dangerous offenders, known as MAPPA (multi agency public protection arrangements)
 - Domestic Violence work and the process by which risk of harm to victims is managed known as MARAC (Multi agency risk assessment conference).
16. Dignity in Care is an integral aspect of safeguarding. The way in which people are treated when they receive care services has a significant impact on their wellbeing. The dignity in care campaign was launched by the Government in 2006 and much positive work was undertaken at that time. This work is now being revitalised in partnership with health colleagues to ensure that poor standards of care in care homes and in care delivered in people's own homes is identified and addressed quickly.
17. Links with children's safeguarding services continue to be strengthened and a regular examination of joint areas of work by the chairs of the respective safeguarding boards and relevant officers is resulting in the further development of services. For example, work is underway to plan and deliver training with common themes that pertain to workers in both children's and adults social care services.
18. Recent developments in relation to safeguarding include the development of a multi agency safeguarding hub (MASH). The MASH will involve representatives from the County Council, Police and Health working together in the same location and enabling them to share information promptly so that swift decisions can be made on the most appropriate course of action.

Deprivation of Liberty Safeguards

19. Sometimes it is necessary to deprive someone of their liberty in order to deliver care and treatment. This is a significant event in someone's life and there are stringent safeguards to ensure that when this is required, it is done in a manner that is the least restrictive approach and is undertaken within the confines of the law.

20. There is a dedicated team who undertake the administrative functions for the deprivation of liberty safeguards for the local authority and health partners to ensure compliance with the legislative framework and that the care and treatment is in the individual's best interests.

Policy and Performance

21. Operational Policy and Performance covers a diverse range of support services and some directly provided services. The Group Manager, Operational Policy and Performance, has responsibility for performance improvement, adult care financial services and the management of Framework-i and ICT within the department. Directly provided services are the Meals at Home service and County Horticulture and Work Training.
22. Supported Employment – The County Council has three supported businesses. Two of these, County Enterprise Foods in Worksop and the County Horticulture and Work Training service, are managed within the department. Solutions4Data is now managed within the Environment and Resources Department. The disabled workers in these businesses are supported through the Department for Work and Pensions' Work Choice programme. Historically, the Department for Work and Pensions' approach had been to encourage local authorities to employ disabled workers in a supported environment. The County Council's approach to supported employment, where there was a significant number of disabled employees, had been to support them within a subsidised supported business setting.
23. Recent changes in Government thinking has been the movement away from subsidised supported business in order to focus on disabled people themselves and to enable people to work where they choose instead of at disability specific workplaces. Going forward, one of the key aims of the Supported Employment service is to ensure that where employment opportunities for disabled people continue to be provided in a supported setting that the opportunities are financially viable and sustainable. This in turn will ensure that the employment opportunities offered are meaningful.
24. County Enterprise Foods – this service manufactures and distributes meals. The service consists of the production unit based in Worksop and two distribution units; one based in Nottinghamshire and the other based in Warwickshire. The Council has a contract with Warwickshire County Council to produce and deliver meals to their residents.
25. In total the service employs 91 staff (77.61 fte) in Nottinghamshire, 26 of whom are disabled workers supported on the Work Choice programme, and 21 staff (18.10 fte) in Warwickshire. The following numbers of meals are delivered by the service:
- 5,525 meals a week to Nottinghamshire residents in their own homes. Last year the service delivered a total of 283,459 meals to Nottinghamshire residents
 - 2,722 meals a week to Warwickshire residents, delivering a total of 151,825 over the last 12 months
 - approximately 6,062 meals a week (315,224 meals a year) to fulfil some production only contracts for companies such as County Care, Kinds, Park Care, and for Nottingham City Council.

26. The County Horticulture and Work Training service is based at a main site in Linby and two satellite sites in Balderton and Skegby. In total the service employs 28 staff, 13 of whom are disabled workers on the Work Choice programme. In addition to providing employment opportunities for disabled workers, the service also provides horticultural training opportunities to 67 service users. Activities include growing produce, caring for livestock, retail sales and a grounds maintenance service. The annual sales income generated by the grounds maintenance service is approximately £122,600. The farm shop generates a further £75,200 of income a year.

27. Adult Care Financial Services (ACFS) – The service undertakes a number of functions relating to payments to providers and collating income from service users and third parties. These activities include:

- undertaking financial assessments to determine the amount service users should contribute towards the cost of their care based on their income, savings and outgoing expenditure
- providing advice to service users and carers on entitlement to means tested or disability benefits
- making payments to care homes, external day service providers and service users who manage their own care through a direct payment
- managing appointeeships of over 500 service users in residential care
- administering the deputyship role on behalf of the Corporate Director who holds this personal responsibility for 300 service users who lack the mental capacity to deal with their own finances.
- the administration of the prepaid direct payment card which has helped to increase the number of service users opting to have their personal budget paid as a direct payment. Service users were experiencing difficulty in opening a new bank account for the direct payment; the card removes this obstacle completely and allows spending to be monitored more effectively.

28. Performance Improvement Team – This team supports the department in relation to its performance management activities and in business planning. This includes the delivery of management information to clearly evidence achievements against performance targets and identifies areas for improvement. The team fulfils a range of activities including:

- completing statutory reporting requirements
- undertaking regional and national benchmarking activities
- developing the department's Business Plan and the annual Local Account
- collating evidence on outcomes achieved for service users and carers through user experience surveys - evidence from these surveys enables the department to judge how well it is meeting the needs of service users and carers.

29. Framework-i Team – Framework-i is a workflow based electronic case management system that is used for social care by both Adults and Children's social care services. Social work

practitioners are required to use the Frameworki System as a tool to input information relating to assessment of needs and subsequent services being provided.

30. Following the implementation of the Business Management System it has been necessary to make changes to Frameworki to reflect the new Chart of Account and budget structure. The team has been able to provide support to users of the system to effect this change.

Business Change and Business Support

31. The ASCH&PP Savings and Efficiencies Programme is managed within this service area. An overview of the ASCH programme is provided as a separate report to this Committee meeting; efficiency schemes relating to Public Protection are considered by the Community Safety Committee.
32. Following budget approvals by the County Council in February 2011 and February 2012, the ASCH&PP department is delivering savings and efficiencies totalling £65 million for the four-year period 2011/12 to 2014/15. In the first year of the programme (2011/12), 93% of its target for that year was met. There are currently 42 remaining savings and efficiency projects being delivered by the department, of which 11 are high governance projects (i.e. projects with total savings values of more than £1 million and / or high risk / high complexity) and 31 are low governance projects (i.e. projects with total savings values of less than £1 million and / or low risk / low complexity).
33. Flexible staffing support is provided by the corporate Improvement Programme Office to assist with co-ordinating the programme of activity, and on discrete projects. Within the group, a total of 5 programme and project managers co-ordinate high governance schemes which:
- through the partnership-developed 'Living at Home' programme, which enables people to live in their own homes for longer and have real alternatives to traditional residential care by providing a range of flexible support services that will also facilitate early discharge from hospital and prevent re-admission, in addition to developing 'Extra Care' housing schemes across the County
 - are modernising day services
 - provides new contracting arrangements for 'Supporting People' funding, in consultation with external bodies.
34. The department is planning for efficiencies beyond 2014 and is developing schemes to meet further savings targets.
35. The Group Manager for Business Support and Business Change manages the department's business support functions which following rationalisation by 30% in 2011 is provided in a streamlined, flexible way and which is critical to the smooth and effective running of all frontline services.
36. Business support across the authority is linked through service review activity, including the pilot 'hubs' at two large workbases, where coordination of business support is being trialled across, rather than within, the departments. Apprenticeships have been proactively

promoted within the service to provide opportunities to young people. Compliance with the corporate Business Management System is also managed here. In addition, business support staff protect the property and pets of some service users, and arrange funerals in certain circumstances, under the National Assistance Act.

37. This area of service co-ordinates property development and management issues for the department, as well as supporting moves towards more flexible working practices through the corporate 'Ways of Working' project – one of the aims of which is to reduce costs by minimising the number of office buildings.
38. Risk, Safety and Emergency Planning is managed by this service for the department, allowing the authority to be resilient and to respond swiftly to emergencies; to continue to provide critical services and limit service disruption, and to ensure that all aspects of the department's work are run safely for both service users and staff.

Budget

39. The budgeted gross expenditure for services within Joint Commissioning, Quality and Business Change is £42.9 million. Budgeted income is £54.6 million largely made up of £42 million of client contributions, £5.4 million of contributions to the ICES service and £5.3 million income from Supported Employment schemes. The net budget for these services is therefore - £11.7 million.
40. Out of a total budgeted gross expenditure on adult social care in 2012/13 of £300 million a sum of £39 million is spent on staffing, departmental support costs and capital charges resulting in £261 million being spent on care and support services. Of this sum an estimated £226 million (86%) is commissioned externally from the voluntary, independent and private sectors.

Key Challenges

41. The department continues to deliver its savings and efficiencies target (£65m), for the four-year period 2011/12 to 2014/15. Excellent progress has so far been made. However, given the complexity and profile of many of the savings there needs to be a continued focus on the risks and issues involved.
42. Safeguarding Adults continues to be a central focus of work as the numbers of safeguarding referrals continues to rise in all areas of services. The Strategic Safeguarding Team seeks to ensure robust processes are in place to support people who are the subject of a safeguarding assessment and to ensure that risks are reduced and effectively managed. The service also continues to raise awareness across social care and health services and through community safety initiatives to help reduce risks of vulnerable adults being abused.
43. Connecting the various strands of safeguarding is essential to develop a robust framework to protect people. Hate Crime, in particular disability hate crime, is a significant problem and the number of reported incidents of hate crime continues to rise. Hate Crime is a crime that is perpetrated as a direct result of hatred of someone's disability. Work under the auspices of the task and finish Keeping People Safe group received recognition in the peer review as being an innovative approach to co-ordinating all the strands of abuse people may experience. The strategic hate crime steering group led by Broxtowe District Council

(supported by the local authority) is now considering how it can develop work around the phenomena known as mate crime.

44. Concerns remain about the quality of some social care services, both with residential and nursing care and also care and support delivered to people in their own homes. The department continues to work with independent sector providers and with the Care Quality Commission (CQC) to address areas of concern and to ensure there are continuous improvements in the standards of care across all areas of service.
45. The Personalisation agenda means that by 2013 everyone will have their own personal budget and know how much money is available to them to meet their eligible social care needs. Increasing numbers of people are taking all or some of this money to arrange their care and support through a Direct Payment. The White Paper '[Caring for Our Future: reforming care and support](#)' July 2012, sets out the Government's intentions to introduce a duty upon local authorities to promote diversity and quality in the provision of local services. This will require very different tools and methods of working with providers.
46. The department is already preparing to address these challenges in Nottinghamshire, for example, through the development, next year, of a public web based directory which will include both traditional social care services, as well as a wider range of services to support independent living that people can purchase using Direct Payments or which they can fund themselves. The department is also redesigning the specification and tools for Direct Payment Support Services to help meet rising demand and to target support where it is most needed.

Areas of Further Development

47. The services will be looking to develop a number of areas of service over the next few years where this can be shown to enhance peoples' experience of social care service, enhance the quality of their care, or delay their needs for care. All developments will be taken forward with the overall aim of increasing service efficiency and reducing the cost of care.
48. Key areas of development already in progress include:
- The development of a Direct Payments Support Service to help increase the number of people who manage their own care and support through a direct payment
 - Further work with micro providers and the development of a web based directory to help service users and carers, including people who are self-funding to navigate their way around social care services
 - Working with care home providers to help raise the standards of care provision including awarding 'Beacon Status' to those providers who consistently provide high quality care and enlisting their help in offering mentoring opportunities to those providers who need help to improve the quality of their services
 - The transfer, in March 2013 of responsibility from health to the local authority for deprivation of liberty safeguards requires careful planning and a period of transition. Assessment and negotiation in relation to the impact this will have on our ability to deliver the same high quality service across a wider area are ongoing.

Reason/s for Recommendations

49. This report is for information only and there are no recommendations made.

Statutory and Policy Implications

50. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

1). It is recommended that Members note and comment on the contents of the report.

CAROLINE BARIA

Service Director, Joint Commissioning, Quality and Business Change

For any enquiries about this report please contact:

Caroline Baria

Tel: (0115) 977 3985

Email: caroline.baria@nottscg.gov.uk

Constitutional Comments (LMc 17/07/2012)

51. Because the report is for noting only, no constitutional comments are required.

Financial Comments (RWK – 18/09/2012)

52. There are no financial implications arising from the report.

Background Papers

None.

Electoral Division(s) and Member(s) Affected

All.

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