



Adult Social Care **Commissioning Strategy**

2024-2027



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The Strategy will be reviewed on an annual basis to monitor progress against its delivery plan and to allow for discussion and agreement on any significant change in intention(s) or recommendation(s) planned for development and implementation.

Introduction

Welcome to the 2024-27 Adult Social Care Commissioning Strategy for Derby City which we hope you will read with interest, as this sets out how we want to work going forward to ensure there is a vibrant, responsive and sustainable local care and support market.

There are a number of challenges, as we all know, but also great opportunities for more joining up, innovation and creative use of all the resources and assets we have in our area. We must think and do things differently and be open to new ideas that could improve individual outcomes for people, as well as being cost and resource effective.

You may be aware of the Adult Social Care Reforms and the new Local Authority CQC Inspection Framework which brings further opportunities for improvement and innovation, as well as the development of the D2N2 partnership and projects underway within the Derby and Derbyshire Integrated Care System – Joined Up Care Derbyshire.

The Council has been going through a period of change, some as a result of the Covid pandemic impact and some organisational, as we strive to make best use of the capacity, skills and strengths left at our disposal.

There is a lot to do and we, more than ever, realise that everyone needs to be aiming towards the same goals and be proactive and working together in achieving these. You will see the emphasis and focus on including providers, people using Adult Social Care, carers, Adult Social Care colleagues and other organisational partners in our commissioning and service delivery work.

There needs to be a note of caution and realism as we cannot do everything for everyone and within the timeframe of this Strategy. We have to be realistic and reasonable in what can be achieved, but be ambitious in ensuring we are doing it right for Derby.

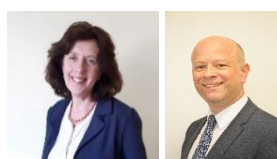
Lastly, we are looking forward to seeing this Strategy and its Delivery Plan come to fruition and wish to thank you all in advance for your time, commitment and support in making this happen.

Best wishes,



Cllr Alison Martin - Cabinet Member for Integrated Health and Adult Care

Andy Smith - Strategic Director of People Services



Context

Nationally

The Care Act 2014

The key legislation that underpins the work we do in Adults Commissioning is the Care Act 2014, which requires Councils (upper tier Local Authorities) to help develop a care market that delivers a wide range of sustainable, high-quality care and support services that will be available to their communities.

When buying and arranging services, Councils must consider how they might support and promote independence and the wellbeing of people receiving those services. Councils must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.

Councils should also engage with local care providers, to help each other understand what services are likely to be needed in the future, ensuring sufficiency and affordability of care, and what new types of support should be developed. To do this, Councils should engage with local people about their needs and aspirations.

The Health and Care Act 2022

At the heart of the changes brought about by the Act is the formalisation of Integrated Care Systems (ICSs). ICSs are partnerships that bring providers and commissioners of NHS services across a geographical area together with local authorities and other local partners to collectively plan health and care services to meet the needs of their local population.

Joined Up Care Derbyshire (JUCD) is the ICS responsible for co-ordinating health and social care across Derby and Derbyshire and where opportunities for joint planning and commissioning of appropriate services are identified for further discussion.

People at the Heart of Care: adult social care reform white paper 2021

This white paper sets out a 10-year vision for adult social care, as well as provides information on funding proposals that the Department of Health and Social Care have since been implementing – including to support sustainability of the adults care market, to drive greater adoption of technology and digital tools, support training of the workforce, and further integrate housing into local health and care strategies. It is a vision that:

- offers people choice and control over the care they receive;
- promotes independence and enables people to live well as part of a community;
- properly values our exemplary and committed social care workforce, enabling them to deliver the outstanding quality care that they want to provide;
- recognises unpaid carers for their contribution and treats them fairly.

Locally

Derby City Council Plan 2022-25, and Delivery Plan

Under our 'Resilient City' Theme one of our key outcomes in our Corporate Plan is to reduce inequalities, with healthier and wealthier residents with a specific deliverable of working closer with our health partners to better integrate health and social care. From an adults commissioning perspective we already jointly commission and fund some services such as our Dementia Support Service, Carers Support Service and Advocacy Service. There is work in progress on identifying further joint commissioning with our ICS partners, including Derbyshire County Council, and the NHS Derby and Derbyshire Integrated Care Board.

There is a focus on working with care providers to increase Adult Social Care market sufficiency under the Corporate Plan's 'Working Together with the City, for the City' theme so that those who need support can access it at the right time for them. This will be supported by our evidence-based Market Position Statement and Sufficiency Strategy, which will inform our intentions and recommendations of how to engage with our providers to ensure a sufficient and sustainable local care and support provision.

Your Life Your Choice (Adult Social Care) Strategy – 2020 and beyond

This is our Adult Social Care Strategy which outlines a number of key interventions to support providers as follows:

- Paying providers for care at rates that are sustainable, and which enable care workers to receive at least the National Living Wage.
- Supporting providers to recruit and retain caring and motivated care workers and provide strong management support to these staff.
- Encouraging care providers to work together to learn from each other about ways to support people that work for them. This will include working with providers so that they make the best use of available technology to enable individuals to access support using the latest innovations, but also so they can keep connected to their families and communities.
- Supporting providers who may be failing in their duties, or whose quality needs improving, including working with providers who may no longer be suitable to provide care so that they leave the sector in a managed way to cause minimal disruption to individuals they are caring for.

Market Sustainability Plan

Derby's Market Sustainability Plan (MSP) published in March 2023, was informed by extensive work undertaken by the Council in partnership with Care Analytics, a specialist in the financial analysis of care markets, to inform the Government's requirements for the 2022/23 Market Sustainability and Fair Cost of Care exercise – the first step in ensuring a strong, vibrant and sustainable care market to support the Government's ambitious reforms of adult social care. The MSP outlines the risks to the local 65yr+ care homes and 18yr+ home care markets, and the Council's commitments to areas of work to help mitigate them.

As we enter this Adults Commissioning Strategy period 2024-27, we are confident in being able to continue to make progress towards achieving these interventions for our providers:

- The 2024-25 rate increases for services covered under the Council's normal Fees and Charges paper (approved by Council Cabinet) are the highest in a number of years and beginning to align with some of our neighbouring Local Authorities, which is recognition of the Council's willingness to prioritise provider resources and sustainability in this challenging financial climate.
- We are using Government funding to help the Council and partners sustain and retain the local social care workforce, so that the sector can respond proactively to preventing and reducing hospital admissions and facilitate safe and more timely hospital discharge.
- We have enlisted the help of Partners in Care and Health (collaboration between the Local Government Association and Association of Directors of Adult Social Services) to successfully form the local independent Derby Care Association (DeCA), comprising of representatives from our key local markets to act as a Strategic Partner of the Council.
- We continue to deliver upon the Government's Digitising Social Care programme as part of national adult social care reforms, supporting care providers with digital solutions and Technology-Enabled Care (TEC), as well as taking forward the Council's own Artificial Intelligence (AI) programme in adult social care.
- We have invested in our Quality Monitoring Team and produced a new Quality Protocol that outlines a more robust oversight of care and support being delivered by providers through a cycle of annual audit activities, as well as more reactive inspection of services.
- We have developed and are in the process of embedding a new Contract Management Framework 2024/25 and beyond, which serves to support providers and to monitor and influence service improvement.
- We continue to explore additional investment in the local area to support individuals and services, for example in the recent successful bid to the Government's Accelerating Reforms Fund (ARF) to better support carers in Derby and Derbyshire.
- We are exploring new service models that can support workforce issues and system barriers through procurement and design of services e.g. in introducing retainer fees in Extra Care.

Our vision and strategic aims

To commission services that work with individuals to make sure that as many people as possible are supported at home, for as long as possible, maximising individual strengths, assets and capabilities, to improve and maintain independence and wellbeing.

The Council's commissioning strategy forms part of a local community approach, with families, friends, carers, partner organisations and voluntary groups all making important contributions towards delivering our vision to help adults live independently, maximising their strengths and supporting wellbeing. The Council's strategy aims to complement and align with the support provided by others, as a system-wide approach to providing adult social care.

Taking into account the Care Act 2014 prevention and enablement agenda, the aims of the Derby City Council Plan and Your Life Your Choice Adult Social Care Strategy, our Market Sustainability Plan, and our Market Position Statement and Sufficiency Strategy, our ambitions are to:

- Be able to robustly articulate the financial landscape of our provider markets in terms of Adult Social Care commissioned spend, and to shape a view on stability and sustainability, taking into account other known forms of provider income whilst being realistic within the constraints of the current and ongoing challenging financial climate to make sure that care is affordable.
- Understand from a demand and supply, population health management and stakeholder engagement perspectives, what care and support provision is needed in Derby which may result in changes in commissioning intentions and specific discussions around market development and diversification.
- Listen to the voices of our providers, customers and informal carers via a range of mechanisms to help strengthen relationships and build an approach of working together to ensure there is sufficient safe, high quality, personalised, and strength-based care and support which meets demand, assessed needs and service delivery requirements.
- Be clear and open with providers about our expectations and ensure that these are communicated regularly through supportive contract management, performance monitoring, and quality assurance frameworks and protocols.
- Explore opportunities for joint commissioning (within and external to the Council) and pooled resources to realise and maximise the potential of cost-effective and innovative solutions to meeting individuals and populations' complex care and health needs.
- Make full use of technology and digital tools where safe and appropriate to do so, to support independent living, deliver innovative preventative solutions, and improve the quality of care.

The key things that we want to achieve by 2027

To improve how we commission we will aspire to:

1. Contracting. Review our contracts and underpinning business arrangements and processes to make sure they are robust, reasonable, proportionate and fit for purpose.

2. Compliance. Be clear on commissioned spend and that all care packages and placements are costed effectively to achieve outcomes both when they commence and at agreed scheduled reviews, are quality-informed, with a revision of current cost models, appropriate fee categories, and underpinning contractual Terms & Conditions for commissioned services.

3. Direct Payments. Better understand and be able to report upon Direct Payment spend and activity across the full range of care and support available to customers.

4. Intelligence. Improve oversight of our local care market based on accurate hard and soft intelligence so that we can make more informed strategic and operational decisions.

5. Accommodation. Work towards our customers living in appropriate accommodation settings with the right support that maximises independence and individual potential. There is scope for expansion of accommodation and care provisions within Derby.

6. Collaboration. Develop more collaborative approaches to commissioning including through strategic partnerships as well as other joint opportunities with partners and providers, such as via stronger engagement through the Derby Care Association (DeCA) and within specific, targeted workstreams.

7. Coproduction. Actively listening to our customers, carers and colleagues and join this feedback with that of our providers to help inform, influence and co-produce future service development and delivery, to achieve better outcomes for individuals.

8. Engagement. Strengthen our approach to communications and interaction with providers in opportunities requiring their input, or that they could find advantageous, so that this gives them time to proactively consider and respond in line with their own business models and potential for diversification if this is required.

Commissioning practice

Principles

We will base our commissioning practice on the following ways of working:

- Robust and strong evidence-based market intelligence and analysis.
- Assessment of value for money and opportunities for social value.
- Valuing lived experience and being guided through engagement and co-production with customers, carers, residents and communities.
- Respecting the views of providers and taking this into consideration to inform and influence.
- Thinking creatively and doing differently – being open to ideas and non-traditional approaches to care and support.
- Balancing the need for stability of provision (for providers and customers) alongside being able to operate flexibly and be responsive to changing needs and circumstances.
- Delivering sustainable outcomes supporting increased independence and reducing demand for commissioned services through strength-based approaches, greater prevention and self-help/ self-management, and access to non-commissioned support.
- Ensuring a tech-first approach and considering a broader digital offer in service delivery reviews and any new commissioning arrangements.

Our business processes

Contract Management Framework

We recognise that contract management across our provider market has been inconsistent and, in some areas, has led to a lack of engagement and informed oversight.

To improve this and build on our supportive relationships with individual commissioned providers there will be a cycle of activity which will be governed by a structured and improved Contract Management Framework.

Generally, this framework will be as standardised as possible across all market areas but where there are additional requirements then these will be clarified by relevant Lead Commissioners.

Providers operating within the Contract Management Framework will be expected to attend a scheduled contract management meeting – frequency to be determined by market area – which will comprise of the following 4 key areas:

Contract compliance

- Adherence to the Terms and Conditions.
- Delivery to the specification.
- Delivery within the contract value.
- Identification of contractual and/ or operational issues and resolution.
- Identification of breaches and implementation of any associated penalties.

Performance monitoring

- Meeting the Key Performance Indicators (KPIs).
- Meeting the minimum targets for outputs.
- Evidence of meeting individual and service outcomes.

Quality assurance

- Outcome and recommendation(s) of an annual quality audit which may be announced or unannounced.
- Outcome and recommendation(s) of a quality monitoring visit(s) (usually unannounced) where there has been sufficient level of issue raised to warrant such a visit.
- Number of organisational safeguardings reported to the Council and responded to.
- Customer feedback via the above mechanisms and by separate satisfaction survey or similar approaches.
- A RAG (red, amber, green) rated Quality Assurance mark.

Continuous improvement and innovation

- Analysis and themes from contract compliance, performance monitoring and quality assurance intelligence and information that require an Improvement Action Plan.
- Opportunity for discussion around initiatives and innovation during the life of the contract that could be incorporated to maximise service delivery and outcomes.

Work towards implementing the overarching Contract Management Framework for 2024/25 is in progress and learning is being taken from areas where contract management is in place, or an improved approach is being trialled.

Quality assurance

Currently the main focus of the Quality Monitoring Team (QMT) is to quality monitor and support improvement of delivery within residential and nursing care homes, extra care and home care.

With the expansion of the QMT the scope will expand to include other types of adult social care provisions and will offer a growing range of support services. The scope of provisions will include:

- Supported Living – a programme of quality monitoring activity is being rolled out.
- Day Opportunities – this is likely to follow the standard approach with market specific development in line with the proposed intention to tender.
- Advocacy - there are likely to be different approaches and this will be developed as part of the work on the forthcoming tender.

Providers will be RAG rated by the QMT, informed by the individual activities of the Quality Monitoring Officers, as follows:

Red	Not Assured (Requires improvement)	Amber	Somewhat Assured (Requires improvement)	Green	Assured
Green	Good - The service is performing well and meeting our expectations.				
Amber	Requires improvement - The service is not performing as well as expected.				
Red	Inadequate - The service is performing badly.				

Providers who are evaluated as Amber (Requires improvement - The service is not performing as well as expected) or Red (Inadequate - The service is performing badly) in any of the quality checks will be subject to an agreed action plan to improve quality in the identified areas. The action plan will be a live working document that is implemented, reviewed regularly, and progress reported within relevant and appropriate adult social care forums.

Amber and Red ratings will be escalated to the Lead Commissioner for that market area for a focused contract review, and colleagues in adult social care for assessment and assurance of customer safety.

Managing demand at the 'Front Door'

To support managing demand at the Adult Social Care 'front door' and our focus on harnessing people's strengths, skills and assets – as individuals, within their families and other support networks as part of their community – we first look to signpost to non-commissioned organisations which provide valuable preventative services near to where people live. These may be from the local voluntary, community and social enterprise (VCSE) sector, or referrals into the Council's Locality/ Neighbourhoods Team that include our Local Area Co-ordinators who have a proven record of strengths-based work with individuals, ensuring they are enabled to be as self-sufficient as possible in areas of their life that they have been struggling with.

We also recognise the benefits and potential of technology enabled care (TEC) to support people to remain independent at home without the need for human intervention where this is appropriate and safe. TEC can be used in isolation as a preventative solution or in addition to complement other care and support and gives families and carers piece of mind if they do not live with the person. The Council has its own in-house TEC service, Carelink, which can receive referrals from individuals, organisations and professionals, and provides a wide range of telecare and other monitoring technology to meet a variety of support and safety needs.

There are other in-house services that will be approached before going out to the external market, including the Shared Lives service which provides day support, short breaks as well as long-term support, and Bonsall View which is a residential short break service principally for those people assessed as having intensive needs. This will be capacity-dependent and complimentary work in these Council-operated services is ongoing to ensure they continue to meet current and projected future demand.



Provider engagement



Derby Care Association

Derby Care Association (DeCA)

The DeCA has recently formed and, whilst independent of the Council, will be a key system partner working with the Council at a strategic level. An overarching proposal from the DeCA is being considered which confirms membership, status, function and suggested areas of immediate focus. This is a significant development for Derby and a positive step towards a more collaborative and co-productive relationship between the Council and the local care market.

A launch event has already taken place and a conference is being jointly arranged for early Summer.

The DeCA will be the initial point of call for providers in the local care market and these will include those organisations who are not contracted by the Council.

To strengthen collaboration between the DeCA and the Council, a Charter will be co-produced which will underpin how both organisations will work together in developing, sustaining and improving care provision in the City.

Communicating Opportunities

There are a number of mechanisms by which providers will learn about and be able to get involved with adult social care specific and/ or joint commissioning areas of work:

- DeCA and delegated sub-groups, including task and finish groups in relevant areas.
- Soft marketing exercises.
- Co-production and engagement sessions.
- Specific and/ or targeted Council initiated workstreams.
- Information sharing via newsletter/ website.
- Tenders/ Quotes.
- Current Brokerage system for residential/ nursing placements, home care and supported living.

It is envisaged that with improved communication and more provider focussed engagement – especially now that the DeCA is formed – providers will be more fully informed and be able to work with Commissioning staff and partners in the delivery of safe, high-quality outcome based and sustainable care and support.

Key messages to the local care and support provider market

As highlighted within this Strategy, one of the main documents that should be read in conjunction is the Market Position Statement and Sufficiency Strategy, found here: <https://www.derby.gov.uk/health-and-social-care/your-life-your-choice/adults-commissioning/market-position-statement/document-downloads/>

Here are some of the key areas of focus for the Council's Adult Social Care Lead Commissioners:

Reinvigorating flexible and tailored services that promote a true ethos of **Extra Care**, supporting existing provisions and pursuing expansion of the portfolio.

Developing an inclusive and engaged local market [for **Residential and Nursing Care Homes**] that serves the interests of adults with variable and progressive needs.

Building a sustainable **Supported Living** market to support the current and future lives of Derby customers.

Making sure that young people are supported to be as resilient and confident as possible on their **journey to adulthood**, and that ongoing support and service delivery work towards independence and maximise individual potential.

Working together to offer **Day Opportunities** to support & improve well-being outcomes.

Aiming to reduce the demand for institutional care by increasing options for community support [through **Home Care**] by commissioning or providing services which promote and support independence at home.

For those people who can manage a **Direct Payment**, ensuring – with the right provider(s) – that they are in full control, and have flexibility and choice on how, when and where their care and support is delivered.

Recommendations

Strategic

- Finalise the Younger Adults (18-64yrs) Learning Disability & Autism Accommodation Strategy by Autumn 2024, and begin delivering on its recommendations within 2024/25.
- Produce a gap analysis across markets for specific assessed needs that are not sufficiently met and/ or are provided out-of-city to inform future developments for inclusion in future new or 'in draft' local strategy/ commissioning plans.
- Develop an approach to manage high-cost placements that will establish the most cost-effective solutions but not compromise individual outcomes and wellbeing.

Operational

- There are multiple forthcoming tender opportunities and service improvements within the timeframe of this Strategy, in the market areas listed below. These are at different stages and Lead Commissioners will be communicating opportunities in a timely manner so that providers are able to make informed decisions and plan accordingly:
 - a. Extra Care
 - b. Advocacy
 - c. Home care
 - d. Day Opportunities
 - e. Short Breaks
 - f. Carers Support Service
 - g. Supported Living
 - h. Revised Terms and Conditions for Care Homes

Business

Fee Structures

The Council currently operates a number of fee rates outside of those termed as 'standard', across all market areas. Standard fee rates, which usually go through our annual 'Fees and Charges' paper for approval by the Council's Cabinet, have been agreed for 2024/25.

The aspiration is for all markets to have a single standard rate which will cover support to meet an agreed criteria of assessed need and associated support solutions. For an assessed need and provision that falls outside of this standard rate, it is likely that an enhanced rate will be calculated based on a number of different criteria pertinent to the complexity of the individual and their support requirements.

This ongoing work to revise our fee structures will contribute to standardising and providing a consistent approach to fee setting, including annual increases, and improve financial oversight of commissioned spend for monitoring change and tracking affordability.

Market sectors are at different stages of this process and further consultation will be taking place as each area progresses.

Commissioning contacts

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Laura Rose	Lead Commissioner - Supported Living laura.rose@derby.gov.uk
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Michael Rose	Lead Commissioner - Mental Health, Learning Disabilities and Autism. and Carers michael.rose@derby.gov.uk
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The adults commissioning team are structured around our key market areas and each Lead Commissioner (as outlined above) will also play a lead role in delivery of the individual aims and workstreams of this strategy.

Appendices

Quality Assurance Protocol



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Managing Provider Concerns to Provider Failure



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