

## Contract Management

### Lessons learnt from the MH & DV Sector Reviews

Issue number	Area	Raised by	Issue Description	Improvements / Suggested Improvements made	Next Steps	Status
1	QAF – Annual and Sector Reviews	<ul style="list-style-type: none"> <li>- Providers during sector review</li> <li>- SDO internal discussions</li> </ul>	Some inconsistencies were identified between reviewers, including recommendations made	<p>SDOs have continuously worked to foster a learning environment, challenging each other, asking critical questions of each other's work, the exchange and sharing of knowledge and understanding across the team.</p> <p>A suggested procedure for quality assurance during a review has now been adopted and is to be trialled during the Offender Services review;</p> <p>Stage 1: Service Development Officers to have a review meeting at the draft report stage to discuss the outcome of the review/s and ensure the recommendations are clear and fair.</p> <p>Stage 2: Managers to attend the review meeting with SDOs to discuss the reports being reviewed</p> <p>Stage 3: Draft report to then go to Manager for quality assurance.</p>	The new policy adopted for peer review of each other's work is to be piloted during the next round of reviews i.e. Offender services.	In progress
2	Contract Management - Timescales	<ul style="list-style-type: none"> <li>- Providers during sector review</li> <li>- SDO internal</li> </ul>	Annual and sector review timescales are not always met	Suggestion put forward to contact / email providers approximately 6 months prior to their review, for an indication of the levels they wish to be assessed at. It is hoped that this will enable sufficient time to undertake assessments can then be built into the CMT. SDO's to make sure that the cost analysis spreadsheets are looked	Young Person and Refugee's Sector Review amended as a consequence of this to reflect a	Completed

		discussions		at first to identify issues that could impact on the timetable.	more realistic timescale.	
3	QAF – revised standards	Providers / SDOs during sector review	Providers had to achieve 100% of level C of the revised QAF (2009) regardless of their previous achievements.	The concepts of ‘Passporting’ (previous achievements at level B of the old QAF) and a lighter-touch approach to reviews have arisen and are being considered by Bradford SP.	A paper is currently being drafted and will be incorporated into the review process subject to internal quality checks	In progress
4	Cost Analysis and Guidance	Identified internally	Providers could benefit from clearer guidance and a foolproof document which cannot be tampered with, thus inadvertently resulting in inaccuracies.	New cost analysis guidance and spreadsheets have been developed which will be piloted during the next round of reviews.	This has now been circulated to all providers but further feedback is welcome	Completed
5	QAF – revised standards	Providers/ SDOs during the sector review	New local guidance has been developed.	The guidance and assessment documentation has now been revised and improved. The result is that this documentation has been merged to streamline providers’ self assessment and the SDOs assessment which makes a considerably more effective approach.	This has now been circulated to all providers but further feedback is welcome	Completed
6	QAF Assessment – submission of evidence	Identified internally	Appropriate submissions	The following suggestions with regards to an incomplete submission were acknowledged; <ul style="list-style-type: none"> <li>- The review packs will be sent out to providers then the following week SDOs to arrange a meeting with the provider to discuss how the evidence has been collated and ensure the documentation has been</li> </ul>	To be rolled out at the next review (Young Person’s and Refugee)	Completed

				<p>appropriately cross referenced.</p> <ul style="list-style-type: none"> <li>- To do the desktop evaluation in its entirety and no evidence to be accepted after the deadline submission date</li> <li>- To discuss QAF evidence and any missing evidence at the review meeting and gain peer guidance on quality levels and type of evidence missing</li> <li>- To make clear recommendations in the contract report as to how to proceed; i.e. a provider may be 98% of level B and can attain 100% by sending 2 further policies rather than waiting for the next review. Depends on evidence missing.</li> </ul>		
7	Increase face-to-face interaction between SDO's and Providers	<ul style="list-style-type: none"> <li>- Providers via feedback questionnaires after sector review</li> <li>- Identified internally</li> </ul>	SDOs could have more face-to-face contact with Providers	<p>SDO's currently meet Providers on at least 3 occasions;</p> <ul style="list-style-type: none"> <li>- The review workshop for providers</li> <li>- The validation visit</li> <li>- The contract meeting</li> </ul> <ol style="list-style-type: none"> <li>1. A suggestion was to meet with providers on a more regular basis to support those who are failing QAF standards - the Commissioning Body will make this decision on a case by case basis at Review.</li> <li>2. Support can also be given to providers of a higher standard to enable them to ensure best practice and continue to improve</li> <li>3. As a further to this, the proposal has been expanded to include on site visits during the self-assessment to support providers in their submission (see issue 6 above )</li> </ol>	<ol style="list-style-type: none"> <li>1) Supporting People is working with 2 providers</li> <li>2) Ongoing</li> <li>3) To be rolled out at the next review (Young Person's and Refugee)</li> </ol>	In progress
8	Finance-Benchmarks	Provider forum	Clarification is needed on	Further work will be undertaken by SDOs to develop a paper to advise and justify benchmarking decisions.	N/A	Not yet started

			benchmarks and how SP priorities/ balance quality and costs			
9	QAF – Review packs	Providers via feedback questionnaires from after sector review	Review pack was confusing	As part of the pilot, SDOs spent time 121 going through pack taking on board comments. The assessment and guidance were then reviewed as a result and amended	Not needed	Completed
10	QAF- feedback to Providers	Providers via feedback questionnaires from after sector review	Report felt to be cold and removed as no good practice was noted	Contract report template has been amended to include a positive summary section at the start of the report.	To be rolled out at the next review (Young Person's and Refugee)	Completed