

## Supporting People

### Minutes of the Bradford Supporting People Commissioning Body & Strategic Core Group Special Meeting at 10.30am on Tuesday 18<sup>th</sup> January 2011 in the Blue Hall, Kala Sangam,

#### Present:

##### CB Members:

Moira Wilson	Strategic Director Adult and Community Services, City of Bradford Metropolitan District Council (Chair)
Maggie Smallridge	West Yorkshire Probation Service
Matt Neligan	Bradford & Airedale PCT

##### SCG Members :

David Shepherd	Assistant Director Housing Service, CBMDC
Pip Tibbetts	West Yorkshire Probation
Jayne Hellowell	SP Lead Officer and Service Manager Commissioning (Adults and Housing Related Support)
Guy Van Dichele	SP Accountable Officer and Assistant Director Commissioning, Performance and Business Support
Sheila Bamford	Executive Director-Horton HA (Provider Rep)
Sarah Possingham	Access to Housing, CBMDC
John Hill	Foundation Housing (Provider Rep)
James Purdie	Children's Services
Graham Mynott	Key House (Provider Rep)
Mark Hird	Bradford Foyer (Provider Rep)
Claire Blacka	Stonham (Provider Rep)
SB	SP Service User
Neal Heard	BACC, Projects Manager
EW	SP Service User
Dave Coe	Bradford Youth Offending Team
Val Balding	Safer Communities, CBMDC
Nina Smith	Safer Communities, CBMDC
Martin Stubbs	Revenues & Benefits, CBMDC
Tim Sanders	Strategic Commissioning, CBMDC

##### CB & SCG Officers in attendance

Katie Pierce	SP Service User Involvement Officer
Jen White	Business Support
Phil Howell	Strategic Commissioning Manager, CBMDC
Maggie Colwill	Quality Assurance Manager, CBMDC
Kerry James	Procurement & Contracts Manager, CBMDC
Harry Whittle	Incommunities

#### 1. Apologies and Introductions:

Pam James	Service User Advocate
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Introductions were made around the table.

Moira welcomed everyone to the meeting and explained that this strategic meeting has been arranged for members of both groups to look at what stage Supporting People are at

and the achievements to date. The main discussion of the meeting this morning will be the strategic reviews and where/ how the group can work together in taking SP forward. Moira congratulated and thanked everyone for the great progress and achievements that has been made to the SP Programme to date and also spoke about the benefits of working in partnership with colleagues, partners and SU during the challenging times ahead that everyone will be facing.

## **2. Achievements to date**

Shaun & Emmerson gave a presentation on the "Achievements of the Supporting People Programme". The presentation looked at how the SP programme has developed over the last couple of years and presented some of the key achievements that have been made. Shaun & Emmerson also spoke about how SP in partnership with service users have developed a broad range of involvement opportunities for service users. They gave examples of how service user have got involved and influenced the programme, year of active citizen 2011, relationship with its partners, excellent advocates of SP and good governance arrangements.

Moira thanked the SU for the excellent presentation and opened up this agenda item for discussion.

Some of the members around the table spoke about some of the achievements that have progressed from the SP programme. The following key points were highlighted

- Huge difference to where the programme was 3 to 4 years ago as to where it is now.
- Excellent team work and involvement of SU.
- Excellent approach to creating a successful programme out of something that felt quite low at a particular time.
- Bradford SP programme is now a really good example of good practice.
- SP programme is now high up on the corporate agenda
- Excellent involvement of partners/agencies
- Partners, providers and SU have worked collectively as a team to ensure Bradford benefited.
- Quality and efficiencies are improving
- SP programme has freed up over 3 million pounds to invest elsewhere in other projects which is a real gain for the people in Bradford.
- Better ways of working has emerged and better ways of working are now becoming a standard practice
- Whole range of services has started to benefit from the focus that has been placed on this programme.

## **3. A blueprint for quality assurance**

Kerry summarised the above circulated report. She informed members that due to the merger of the SP team and the strategic commissioning and contracting teams within adult and social care it has become clear that the newly merged team needed to integrate contract and quality assurance processes, identify and remove duplicated efforts and make better use of the pooled resources for commissioning. The overall aim being to have one quality assurance model for all services that Adult and Community Services commission.

The report sets out what has been achieved to date and seeks approval for the direction of travel in relation to managing contracts and improving quality.

Kerry took members through the following key points:

- Opportunities to provide a consistent approach to quality assurance across all types of contracts managed by the Commissioning Team – the blueprint.
- Use of the SP QAF as a good practice model for quality assurance and developing the blueprint.
- Use of the contract to improve quality, recognising where providers are meeting high standards and addressing where providers are not meeting standards.

The following points were noted from discussions around the table.

- Bureaucracy – If large numbers of providers are working across different authorities, systems start going in different directions which could increase Bureaucracy.
- Default notices.
- Concerns on how performances / improvements will be recognised so that it is fair for everyone.
- Incentives – Jayne explained there is currently some inconsistency from central government around how contracts are managed. There are a number of contracts that receive incentives and yet for some contracts there are no performance related incentives at all. The blue print will ensure that all contracts are treated equally for performing well.
- The different standards within the blue print for the different contracts i.e. children services, health etc.

A discussion then took place about how to take this process forward and the importance of having a contract clause for decommissioning a service.

Following a lengthy discussion it was agreed to:

#### **Decision / Action**

- Acknowledge the development of the blueprint as good practice.
- agree to the contract clause in principle
- Carry out work through consultations on what the clause will look like.
- Report back to SCG on 26.04.11.and then to to CB on 06.06.11 for final approval.

#### **4. Improving the delivery of the QAF**

This report provides a summary of the Quality Assurance activities which have been undertaken within the Adult and Community Services, Commissioning Team, since July 2010, with the clear intention of enhancing quality management processes in order to support the raising of service quality standards provided by the City of Bradford and Metropolitan District Supporting People programme.

Maggie summarised this report to the group and the key points highlighted were:

- As part of the ongoing corporate commitment and high priority within CBMDC to drive up improvements in the quality of services delivered through the programme, a series of events have taken place between July and December 2010.
- A full review of the Contract Management processes has resulted in increased clarity and a range of good practice guidance produced to facilitate the improvement in standards and to communicate successful strategies to support the drive to increase quality standards.
- The development and roll out of a QAF as a Quality Assurance model for all contracted services, is due to be completed in April 2011. This will incorporate clinical and care standards and be fit for assessing all contracts managed by adult services.

Jayne informed the group that members were keen to see how SP worked with providers to improve internal systems and how business is conducted as officers. The same is expected from providers in order to meet high standards.

She also pointed out that the SP programme is being delivered by a reduced staffing team. Back in 2008 the sp team had 20-22 members of staff but now it consists of about 10-12 people who are now actually working across care and sp contracts. Jayne felt that this was a very important point to note.

Guy raised the issue of the “good” providers sharing good practice with other providers. He commented that this should be encouraged more and more.

He also expressed concern as to why Bradford has no contracts at level A. In response to this question Sheila pointed out that there are some providers who are on a level A with

different authorities. A brief discussion took place about the different views on quality standards between the authorities and the different way of working.

James emphasised the need of a vibrant market place. He welcomed the idea of developing a very robust QAF and providing lots of support to existing providers to enable them to achieve as highly as possible but to also bear in mind the support for new providers who are entering into the market place.

Moira summarised that a lot of work has gone on with improving the internal processes she made reference of item 3.1 to 7 on areas of improvement and spoke about continuing to work with provider forums to improve the process. She reiterated the need of driving up quality as well as peer support and people learning from one another.

**Decision:** Members noted the contents of this report.

## 5. Strategic Reviews

Before this agenda item was discussed Moira explained that the SP grant from the local government has been cut by 13% for next yr and as part of the councils overall budget saving process which will be confirmed on 24<sup>th</sup> February 2011 (when the councils budget is set), every service area across the whole of the council has had to look at budget reductions and particularly those where grants have been cut from central government.

Moira gave recognition to people's concerns for the budget reductions and appreciates the difficult and challenging times ahead for both the local authority and providers.

She pointed out that Jayne and her team have started to think about where savings can be made within the SP programme. She requested for the SCG & CB to work together , looking at what the options are, implications are and also what the knock on consequences are for providers/partners.

Jayne suggested for another joint meeting to take place at the end of March as the full extent of the budget will be known by then which will enable us to make some final decisions.

The report sets out detail of proposed strategic reviews of the sector by client group. Its intention is to highlight the intended outcome and efficiencies linking to budget considerations and how savings are proposed to be made that will result from the reviews. Members are asked to approve the direction of travel.

Jayne summarised this report in detail and went through each of the following key headings:

- Background
- The transfer of all subsidy contracts to block gross contracts
- Immediate savings 2011/12
- Continuation of funding of the First Contact Contract
- Strategic remodelling of the women against violence sector, homeless and older person's sector. For each of these sectors the report details the current provision and any issues, the commissioning considerations and the potential in year savings through remodelling of the sector.

A discussion took place on this report and the following points were noted for the minutes:

- Members went through the methodology involved in all contracts to be moved to block gross
- The flexibility that providers will have once moved onto block gross contracts.
- The immediate savings to date from staff costs, services already decommissioned, LD framework agreement, home improvement agency & the one off savings. All of these savings have come without an adverse impact on the customer.

- To not extend the First Contact contract which is due to expire end of March 2011. It was noted that the recommendation on this point will be altered as this has to go to the older person's partnership board.
- Remodelling of the violence against women's sector – some of the issues i.e. the termination of the working neighbourhood fund that match funds this sector, buildings not fit for purpose, management infrastructures, & remodelling the sector around police boundaries
- Remodelling of the homeless sector – changes in HB linked to JSA, statutory needs, homeless people, cessation of Octavia Court
- Concerns re decommissioning of accommodation based services, issue of shared accommodation for people with different needs
- Outcome of the VPHS will provide information about the standard of accommodation across the sectors.
- Concerns about the percentage of proposed savings from older persons sector much higher than women against violence & homeless sector.

In response to the above points Jayne commented that the key message is that we are working in a climate of uncertainty and at this point do not know what the exact budget is going to be. Jayne proposed that another joint meeting take place so that further proposals and consultation take place with partners and providers around what this will mean to the sector.

On a point of clarification Jayne stressed that this paper does not suggest that this is what's going to happen, all it does is propose what the issues are.

The next step is for officers to invite representatives from the sectors and start planning /consulting with providers to look at the commissioning considerations for each of these sectors. These meetings will take place early February in order for any proposals to be brought back to the special meeting in March.

Matt informed members around the table about a pot of money coming into the NHS in 2010/11 and 2011/12 and beyond. This money will be going into social care. He commented that if a sp contract is removed from a provider and they then find another route for funding for social care enablement this could be quite disastrous.

In response to this concern Jayne commented that health and the commissioning team will have to make sure that any changes in health is planned into this exercise. This will be reassuring for all that nothing has been done in isolation.

### **Decisions/Actions**

- All contract to be moved to block gross to reduce bureaucracy – It was decided to wait until 24<sup>th</sup> February after the council's budget saving process has been announced.
- Termination of the First Contract – Further negotiations are required with the older person's partnership board to discuss the future of this contract. Any decisions to be brought back to the next special meeting in March.
- Remodelling of the women again violence sector, homelessness sector and older person's sector – commission team to convene meetings with representatives from these sectors. To bring back firm recommendations/proposals with a view to implementing them – March Meeting
- Commissioning team & health to discuss any future funding made available to social care enablement and ensure that this is planned in the exercise.
- Another special joint meeting arranged for 29.03.11 at 10.30
- To delete the next cycle of SCG (01.03.11) & CB (04.04.11) as this has now been replaced by the joint meeting 29.03.11
- The outcome of the VPHS to be made available for the joint meeting in March.

### **8. Any other Business**

None

#### **Date, time, venue for next meeting**

29<sup>th</sup> March at 10.30am City hall, Saville Room.