

Care Services in Supported Housing Contract Management Strategy

'To ensure effective contract delivery and performance with a supportive approach'

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Contract Management Team

Contact	Contact Details
Contract Management Care	Phone – 01772 531293 Email – contractmgmt.care@lancashire.gov.uk

Learning Disability, Autism and Mental Health Contracts Team

Each provider will have a designated Contract Monitoring and Assurance Officer

Name	Job Title
Jen Lowe	Contracts Manager
Anthony Asbury	Contract Assurance Officer
Kate Coleman	Contract Assurance Officer
Helen Charters	Contract Assurance Officer
Joanne Cook	Contract Assurance Officer
Iain Archibald	Contract Monitoring Officer
Fiona Duncan	Contract Monitoring Officer
Sheron Hall	Contract Monitoring Officer
Izabella Kargol	Contract Monitoring Officer
Kath Kucper	Contract Monitoring Officer
Ben Markland	Contract Monitoring Officer
Gail Monk	Contract Monitoring Officer

Contact List for Providers

Contact	Contact Details
Care and Public Health Procurement	Phone – 01772 538324 Email – caphprocurement@lancashire.gov.uk
Care Navigation	Phone – 01772 538450 Email: - carenavigation@lancashire.gov.uk
Cara Data Team (Exchequer Services)	Phone – 01772 530200 Email – cntechnicalteam@lancashire.gov.uk
Customer Access Service	Procurement Customer Access Phone – 0300 123 6710 Adults Social Care Customer Access Phone – 0300 123 6720 Adults Safeguarding Customer Access Phone – 0300 123 6721 Emergency Duty Team Customer Access Phone – 0300 123 6722
Invoice Care	Phone – 01772 535866 Email – invoicecare@lancashire.gov.uk
Procurement Information Manager	Phone – 01772 534966 option 1 Email – PIM@lancashire.gov.uk

Contract Details

- **Agreement for:** To be confirmed following contract award
- **Contract Reference Number:** To be confirmed following contract award

Roles and Responsibilities

Commissioner

Commissioners are the lead team responsible for the current service design/specification, and the forward planning for the ongoing service requirements.

Commissioners will be kept informed of contract performance and delivery via contract review meetings and internal contact with Contract Officers.

Commissioners will have the opportunity to attend contract reviews and be involved in the discussions regarding contract performance and delivery. Commissioners will provide relevant updates and information at contract review meetings to identify potential amendments to service in the future, and future commissioning intentions.

Commissioners will identify and propose variations to the contract/specification based on evidenced contract usage, and/or contract performance information. Any proposed variations will be discussed with the Contract Officer in the first instance. Any proposed variations will be compliant with EU procurement regulations.

Commissioners will lead on the collation of information required to inform any future commissioning intentions, and will liaise directly with the provider to obtain relevant information.

Contract Management

Contract management is the process of systematically and efficiently managing activity performed under contract by third parties, maximising operational performance and minimising risk.

Contract Management are the lead team responsible for the overall management of contract performance and delivery.

Contract Officers will receive KPI/Monitoring submissions as identified in contract and/or specification.

Contract Officers will review and analyse KPI/monitoring data, and be responsible for any areas of non-compliance, or failure to meet agreed KPI's.

Contract management will arrange and hold the required contract review meetings (to review and assess contract performance and delivery, and identify and look to address issues impacting on contract performance and/or delivery).

Contract management will receive and collate information relating to contract performance. Some matters may require immediate attention/action, some matters may require discussion/action at forthcoming contract review.

Contract Officers will identify and propose variations to the contract/specification based on evidenced contract usage, and/or contract performance information. Any proposed variations will be discussed with the lead commissioner in the first instance. Any proposed variations will be compliant with EU procurement regulations.

Contract management are responsible for the administering of the contract following its implementation. This will include agreeing, issuing and administering contract variations and/extensions and arranging for them to receive the appropriate authorisation with LCC and the provider.

Contract Officers will identify upcoming contract breaks and seek to obtain clarity on the future service delivery needs, to ensure adequate time for any commissioning, procurement and/or exit management planning.

Contract management will review the appropriate strategy tier for the ongoing monitoring and management of the provider/contract

Operational Staff

Operational staff are responsible for assessments, care planning (either on initial referral or where proposals are afoot in regards to changes such as accommodation, housemates, care plans) and reviews.

Operational staff will also make referrals to Enablement, Occupational Therapy and Safeguarding where appropriate.

Operational staff will also lead on applications for health funding and support with thinking through alternative approaches to meeting care and support needs.

Provider

The Provider is responsible for delivery of the contracted service.

The Provider will submit KPI/monitoring returns as outlined in contract and specification – and within this document.

The Provider will maintain regular contact with Contract Officers to ensure they are up to date with any matters which may affect their ability to deliver the contract as specified.

The Provider will respond to requests for investigation/action as required by Contract Officers.

The Provider will respond to proposed variations and their ability/willingness to amend as suggested.

The Provider will ensure any agreed variations are signed and returned in a timely manner.

Contract Management Strategy for the Approved Provider List

As part of a systematic approach to contract management each contract is assigned to a contract monitoring approach. Each approach will align to a prescribed contract management strategy suitable to the importance and risk perceived. The strategy will indicate the time, effort and activities each contract will have applied to it.

As part of a systematic approach the below will form part of the contract management strategy

- Quarterly KPI submissions/monitoring returns
- Quarterly Contract Review Meetings
- Annual Contract Review Meetings
- Annual site visit (quality & compliance visit (if applicable))
- Ad hoc quality and compliance checks at due diligence

The contract management approach and frequency of meetings may be flexed at any time throughout the contract (as necessary) reflect the overall contract performance.

Quarterly KPI submissions/monitoring returns

Providers will be required to submit KPI information via a template supplied by contract management prior to the due date of the first KPI return.

Ref	Title	Providing Organisation	Collection Interval
KPI 1	Service User outcome measures (Outcomes being achieved)	Provider	Six Monthly
KPI 2	Spot check visits	Provider	Quarterly
KPI 3	Complaints and Concerns	Provider	Quarterly

KPI 4	Supporting people to obtain or retain employment	Provider	Annually
KPI 5	Delivery of Commissioned Hours	Provider	Quarterly
KPI 6	Staff turnover	Provider	Quarterly

In order to reduce the number of KPI return dates, KPI return periods will be consistent across all service contracts. This will enable market benchmarking and avoid providers reporting on multiple KPI return dates. Contract management will take into consideration any impact this will have on KPI returns where only a partial period is being reported.

KPI timeframes	Period	Submission Date
Quarterly		
Quarter 1	1 April 2020 to 30 June 2020	15 July 2020
Quarter 2	1 July 2020 to 30 September 2020	15 October 2020
Quarter 3	1 October 2020 to 31 December 2020	18 January 2021
Quarter 4	1 January 2021 to 31 March 2021	15 April 2021
Six Monthly		
Six month period 1	1 April 2020 to 30 September 2020	15 October 2020
Six month period 2	1 October 2020 to 31 March 2021	15 April 2021
Annually		
Annual period 1	1 April 2020 to 31 March 2021	15 April 2021

Quarterly Contract Review Meetings

Quarterly contract review meetings will be held 3 monthly following contract start date. Example agenda items can be seen below, however items on the agenda may be added by either the provider or the Council.

Providers will be required to submit data prior to the contract review, this will include selection criteria performance update for the last quarter, as well as an update on the Annual Service Development Plan.

1. Introductions and apologies
2. Minutes from last meeting/matters arising
3. Review of monthly and quarterly KPI data
4. Management report and service update

- Validation of schemes in contract schedule
- Hours of support provided by volunteers
- Hours of support provided by agency
- Percentage of service delivery (in hours) that is provided by staff trained to qualification levels in line with item 4.3 in the specification
- Provision of, or support to access, a befriending scheme or programme for Service Users
- The use of technology to reduce support hours
- Action to address the risks of social isolation of Service Users

5. Annual Service Development Plan update

6. Staff recruitment & training

7. Complaints/Compliments

8. Safeguarding

9. Information Governance

10. Finance

11. Any Other Business

Annual Contract Review

Annual contract review meetings will be held annually following contract start date. Agenda and information submission will follow the quarterly contract review agenda requirements, but in addition to reviewing the last quarter, performance over the year will be reflected on.

Annual site visit (quality & compliance visit (if applicable))

Contract management will conduct annual site visits to review service delivery. The site visits will consist of a combination of office visits, where validation of business and management arrangements will take place, as well as visits where service is delivered, where environmental and service delivery checks will take place. These checks will be ensuring that relevant policies, procedures and plans are in place, but also that they are of sufficient quality and person centred.

In addition to evidence supplied by the provider, as well as evidence viewed during contract monitoring visits, feedback and views from other sources will form part of the review. This may be from other professional organisations as well as other teams and services within the Council. Service user comments will be sought when we carry out visits where care is being delivered and feedback surveys directly with service users, and where appropriate, their families or people close to them will be used.

Ad hoc quality and compliance checks

Contract management may request on an ad hoc basis information from the provider in order to validate performance and ensure the service is being delivered in line with their contractual obligations and service specification.

This may include, but not limited to:

- KPI Validations
- Staff Rota'ing & Daily Records
- Medication Processes, Support Planning and Administration
- Service User Finances
- Safeguarding Adults Policies, Procedures and Practise
- Policies, Procedures and Practise
- Audit of Actuals (actual care delivered) submitted via the Oracle Care Portal
- Review of ISF monies and their management
- Internal Quality Assurance

Annual Service Development Plan

Providers are required to submit an Annual Service Development Plan as per Appendix A to the Service Contract Data at Schedule 4. The agreed plan will be reviewed on an annual basis by the Council, as well as updates to be provided by the provider at contract reviews.

Performance Management

The Progression Model

The Council will adopt the 'Progression Model' alongside asset and strengths based approaches to improve outcomes for people with disabilities and lower support costs across Social Care & Contract Management. The approach must support the wider system of care and support a focus upon enabling each individual with disabilities to progress to higher levels of independence over time.

<http://www.alderadvice.co.uk/images/user/171013%209%20Learning%20about%20Progression%20-%20Thought%20Leadership.pdf>

Addressing Poor Performance

Where it has been identified that a provider is not providing a good quality of service to the people using it and/or it is placing the health, well-being and safety of service users at risk contractual action will be taken. Actions taken will be proportionate to the perceived risks to service users; the seriousness of the issues; whether contractual obligations have been breached; the level of engagement with the provider, and their view and response to the poor performance. Any action taken will be in accordance to the Adult Social Care Policy and Procedure for Managing Service Provider Quality and Performance in Commissioned Services in Schedule 8 of the Service Contract – Escalation Policy.