

From: Mark Lobban, Director of Strategic Commissioning

To: Select Committee – Commissioning and Procurement - 21st January 2014

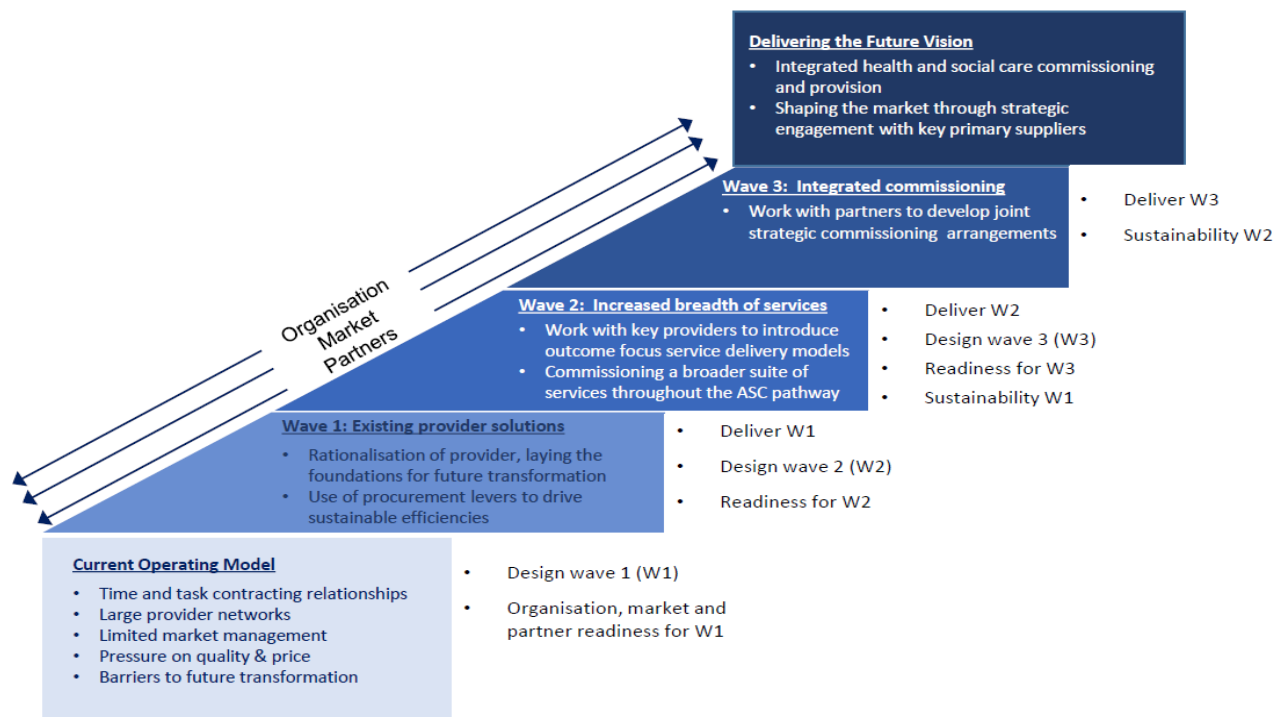
Subject: **Adult Social Care Commissioning and Procurement**

Classification: Unrestricted

1. Adult Social Care Commissioning – Background

- Approximately £140m is spent on residential care and £43m on domiciliary care.
- 90% of our services are provided by external providers and voluntary sector organisations. Only 10% of provision is provided in house.
- Although we currently contract with 147 domiciliary care providers, 71% is spent with only 20 providers. 30% of the business is supplied by 3 providers.
- The market is consolidating and managing itself with no benefit to KCC or our service users.
- There is no relationship between cost and quality.
- Time and task contracting is driving the wrong behaviours.

2. Adult Social Care Commissioning and Procurement Vision



We will reshape the market to:

- move to an outcome focussed commissioning model;
- establish a model which enables KCC to develop key strategic partnerships with providers who have the resources and desire to improve provision and work effectively with other providers;
- be able to give providers incentivised payments for achieving outcomes;
- get to a position where KCC can commission integrated community support services which enable people to have multiple needs addressed locally through a single route;
- give KCC better visibility and ability to manage provider performance and the quality of provision;
- be able to commission integrated services with health and housing;
- drive a major shift from residential care to extra care housing;
- develop a model which builds and supports a sustainable workforce;

Key challenges:

- the emergence of prime providers and their relationship with other providers;
- voluntary sector relationships with KCC and prime providers;
- developing more innovative and creative services to meet individual service user needs;
- supporting the voluntary sector away from grant funding to more transparent and outcome focused contractual arrangements;
- deciding whether to commission enablement and intermediate care as a specialist service or as a more generic homecare service;
- the future role of care homes.

3. Adult Social Care – Strategic Commissioning Capability

Over the past year Kent has been working with the Institute of Public Care to develop capability within the strategic commissioning unit. This has included the development of a new commissioning operating framework. In addition, adult social care commissioning staff have completed self-assessments to help identify training needs. We have identified 60 staff to undertake the Certificate in Commissioning and Procurement of Public Care and 3 day workshops are being developed to help support other identified training needs and embed the new commissioning framework into everyday use.

4. Background Documents

Blueprint for transformation May 2012

Kent Social Care Commissioning Operating Framework

5. Contact details

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