

SUBJECT: CONTRACTS MANAGEMENT – PROPOSED IMPLEMENTATION OF NEW MANAGEMENT ARRANGEMENTS

MEETING: INDIVIDUAL MEMBER

CABINET MEMBER: COUNCILLOR GEOFF BURROWS

Date: 29TH MARCH 2017

DIVISION/WARDS AFFECTED: ALL

NON-PUBLICATION

1. PURPOSE:

To seek approval to revise the current staffing arrangements within the Commissioning team to create a Contracts Manager position.

2. RECOMMENDATIONS:

(i) That approval is given for the deletion of the following posts:

- a) 1 x 37hour Commissioning Support Officer
- b) 1x 32hour Commissioning Support Assistant

(ii) That approval is given for the creation of 1x 37hour Contracts Manager

3. KEY ISSUES:

A full review of the Directorate's strategic commissioning aspirations and functions will be undertaken early in the next financial year which will then inform the creation of new structural arrangements. However it is clear that there is a strong need to strengthen our contractual management arrangements in a timely manner, in advance of a full restructure with the creation of this new role. The key considerations are:

- The Social Care and Health Directorate commissions the vast majority of support services via the independent and third sector. The volume and scale of these contracts is considerable with an approximate annual value of £18 million delivered via 200+ separate contractual arrangements.
- Historically Adult Services contracts have been managed within the Commissioning Team and contracts in respect of Children's Services have been managed within the operational teams. The creation of an Adults and Children's Commissioning service as part of the recent SCH Leadership restructure affords the opportunity for the implementation of robust contractual management arrangements across the Directorate.

- Within Adult Services the current contractual arrangements are delivering some good practice in terms of fee setting arrangements, accreditation and relationship management. However some areas requiring greater rigour and further development include: consistency across all contracts, contracts management system, performance management information and reporting arrangements and quality assurance processes.
- Children's Social Services undertook a review of High Cost Placements in 2016 and the resultant report identified the need for robust contract management and monitoring of high cost placements made outside of the 4Cs Framework to ensure packages were right sized and delivering effectively. In addition it highlighted the need for appropriate contracting resources to undertake greater financial scrutiny and challenge of provider costs, prior to placement being made by social workers would bring financial benefits.

There is a clear need to develop and implement more robust contractual management arrangements across the Directorate; therefore the proposal is to create a new role of Contracts Manager – Social Care. They will be responsible for the management and delivery of good practice in social care commissioning and contracting. They will work with internal and external providers to develop and maintain specific contractual arrangements and contract compliance procedures, where they are required, and will liaise with Service and Care Managers to ensure service delivery is safe, efficient and effective in delivering quality outcomes for people.

Currently there are two vacant posts within the Commissioning Team which can be deleted to enable the funding of the new Contracts Manager post. The role has been evaluated by People Services and is set at an I grade (Role Profile attached).

4. REASONS:

The creation of a Contracts Manager – Social Care role will allow for the development, implementation and on-going operation of robust contractual management arrangements. There is a clear need to ensure all social care contracted services are effectively and efficiently managed. This will provide the reassurance that:

- Only fit for purpose and suitable services are contracted for
- desired outcomes for people are achieved,
- services are of quality
- services operate in a safe manner
- contract costs are fair and appropriate.

5. RESOURCE IMPLICATIONS:

The deletion of 1 x 37 hour Commissioning Support Officer and 1 x 32 hour Commissioning Support Assistant will release £56,273. The creation of the 1 x 37 Contracts Manager will cost £47,948. The remaining funds of £8,325 will be used to offset a deficit in funding in respect of employment obligations within the team.

The introduction of this new role will be delivered within available financial resources.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

The positive impacts include:

- Robust and effective contract management arrangements will ensure the delivery of quality services and provide reassurance in respect of value for money
- Rigorous contract arrangements which will ensure the smooth letting of contracts and sustain contracts with the independent and third sectors who are major employers.

7. CONSULTEES:

SCH DMT
Head of Adult Services
SCH Finance Team

8. BACKGROUND PAPERS: None

9. AUTHOR: Ceri York Service Manager Commissioning and Disability Services

10. CONTACT DETAILS:

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monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)




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| <p>Name of the Officer Ceri York</p> <p>Phone no: 01633 644933</p> <p>E-mail: shelleywelton@monmouthshire.gov.uk</p> | <p>Please give a brief description of the aims of the proposal:</p> <p>To strengthen the contract management arrangements for adult and children's commissioned services</p> <p>To create Contracts Manager – Social Care post</p> |
| <p>Name of Service :</p> <p>Commissioning</p> <p>Social Care and Health Directorate</p> | <p>Date Future Generations Evaluation 7th March 2017</p> |



1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|--|
| A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs | More robust contract arrangements will ensure the smooth letting of contracts and sustain contracts with the independent and third sectors who are major employers. | n/a |
| A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | None | n/a |
| A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood | Sustainable contracts will bring greater job security may possibly positively impact upon people's sense of well-being. | n/a |
| A Wales of cohesive communities Communities are attractive, viable, safe and well connected | The services which are commissioned contribute significantly in this area. | n/a |
| A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | The post holder will be responsible for considering these implications in future contract letting | Ensure services are aware of key Welsh Government initiatives and connect. |

| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| <p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>Many of the services which are commissioned support people in this endeavor</p> | <p>Ensuring contract specifications require providers to adhere to Welsh language requirements</p> |
| <p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p> | <p>All social carer services are committed to people achieving these goals- the new role with have responsibility for ensuring robust monitoring arrangements are in place .</p> | <p>All people will have opportunities to progress.</p> |

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

| <p>Sustainable Development Principle</p> | <p>How does your proposal demonstrate you have met this principle?</p> | <p>What has been done to better to meet this principle?</p> |
|--|--|---|
|  <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>This supports maintaining quality services</p> | <p>The role will support the development and implementation of strategic aspirations</p> |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p> | <p>The post holder will be able to liaise with partners in the region to identify areas for joint /partnership working</p> | <p>Membership of regional partnerships and development of good relationships with provider partners</p> |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p> | <p>n/a</p> | <p>n/a</p> |

| Sustainable Development Principle | How does your proposal demonstrate you have met this principle? | What has been done to better to meet this principle? |
|---|---|--|
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Robust and effective contract management arrangements will ensure the delivery of quality services and provide reassurance in respect of value for money</p> | <p>New role established</p> |
|  <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p> | <p>The benefits to people who use the service and those who work in will positively impact their contribution to the economy and society at large.</p> | <p>n/a</p> |

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|--|---|---|
| Age | The new role will provide an opportunity for people of all ages and robust contract monitoring arrangements will benefit all. | | |
| Disability | Commissioned service supports a range of people with disabilities who will benefit from greater service sustainability and a stable workforce. | | |
| Gender reassignment | Neutral | Neutral | |
| Marriage or civil partnership | Neutral | Neutral | |
| Race | Neutral | Neutral | |
| Religion or Belief | Neutral | Neutral | |
| Sex | The majority of the commissioned workforce is female | Neutral | |
| Sexual Orientation | Neutral | Neutral | |
| Welsh Language | Neutral | Neutral | |

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note

<http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx>

and for more on Monmouthshire' s Corporate Parenting Strategy see

<http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

| | Describe any positive impacts your proposal has on safeguarding and corporate parenting | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|--|--|---|
| Safeguarding | It will strengthen our contract monitoring arrangements | | |
| Corporate Parenting | n/a | | |

5. What evidence and data has informed the development of your proposal?

- Analysis of current adult and children's services contracts
- Recent monitoring activity data
- Analysis of budget
- Current budget and future MTFP projections

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Positive impact in terms of robust and effective contract management arrangements will ensure the delivery of quality services and provide reassurance in respect of value for money

Positive impacts through rigorous contract arrangements which will ensure the smooth letting of contracts and sustain contracts with the independent and third sectors who are major employers

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

| What are you going to do | When are you going to do it? | Who is responsible | Progress |
|--------------------------|------------------------------|--------------------|----------|
| | | | |

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

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| The impacts of this proposal will be evaluated on: | At end of first year of implementation - March 2018 |
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