

Commissioning Plan for Children and Families Consultation Feedback and Council Response

Education and Children and Families Committee

13 September 2011

1 Purpose of report

- 1.1 This report seeks to advise the Committee of the responses to the consultation of the Commissioning Plan for Children and Families and seeks agreement to the Council's response to these consultation comments.

2 Background

- 2.1 On 2 November 2010, the Policy and Strategy Committee agreed the development of a draft overarching Council Commissioning Strategy for Social Care and Support and a draft Commissioning Plan for adult social care services. Commissioning Plans for Services for Communities and Children and Families were to follow in Autumn 2011.
- 2.2 On 14 June 2011, Policy and Strategy Committee agreed the response to the consultation for the overarching commissioning strategy and to a set of action points for implementation. The final Commissioning Strategy for Social Care and Support was approved at Policy and Strategy Committee on 9 August 2011 .
- 2.3 The Council Commissioning Strategy for Social Care and Support contains a set of nine principles to underpin the more individual departmental plans for adult social care, housing and homelessness and children and families.
- 2.4 These plans describe how the nine principles contained within the Commissioning Strategy will be implemented through the commissioning plans.
- 2.5 The subject of this report concerns the consultation feedback on the draft Children and Families Commissioning Plan, which was out for consultation from February 2011 to the end of May 2011 and is contained in **Appendix 1** of this report.
- 2.6 In order to listen effectively to the views of our partners, a checkpoint group comprising of representatives of the Children and Young People's Strategic

Partnership was established to give comment and inform the consultation. Membership of this group is contained in **Appendix 2** of this report.

- 2.7 The final version of the Commissioning Plan for Children and Families will be presented to the Policy and Strategy Committee on 4 October 2011.
- 2.8 An Equalities Impact Assessment is in progress to examine the consultation process and outcomes and changes are being made to take these into account in the Children and Families Plan.

3 Main Report

- 3.1 The subject of this report concerns the consultation on the draft Children and Families Plan, which was out for consultation from February 2011 to the end of May 2011.
- 3.2 A summary of the responses to the consultation and proposed responses is contained in **Appendix 3**.

4 The Consultation Process

- The draft Commissioning Plan was placed on the Orb under 'latest news' on the Children and Families page and the public website on the consultations pages
 - Responses were made via Survey Monkey, by email, by phone or in face to face discussions
 - An article on the plan was featured in FACe, the Children and Families e-magazine for parents and carers
 - The draft plan was sent to over 250 currently funded current providers
 - The draft plan was sent to the Children and Young People's Strategic Partnership and subgroups and the strategic group's mailing list
 - The draft plan was sent to the Edinburgh Equalities Network and Edinburgh Voluntary Organisations Council
- 4.1 Full and detailed presentations on the Plan were delivered by Council Officers to:
- A network group of providers of Services for Children with disabilities.
 - Children and Families Early Years Managers
 - Schools and Community Services Senior Team
 - Support for Children and Young People Management Team
 - Edinburgh Youth Work Consortium
 - Edinburgh Network of Voluntary Organisations for Children, Young People and Families
 - North Edinburgh Early Years Group
 - Community Learning and Development Managers Group
 - Community Learning and Development Unison Meeting
 - Children and Young People's Strategic Partnership
- 4.2. A Children and Families Checkpoint Group chaired by, and with representatives identified by the recently reconstituted Children's Partnership

(formerly the Children and Young People's Strategic Partnership) has been established to consider the responses to the consultation on the Children and Families Plan.

- 4.3 It is also intended that this Children and Families Checkpoint group will have an overview in the further development of the Commissioning Plan for Children and Families and the subsequent development of service specific plans by the end of December 2011. Further members may be co-opted into this group as appropriate
- 4.4 An Equalities Impact Assessment is being undertaken on the consultation, and this will inform the final Commissioning Plan for Children and Families.

5 Consultation results

- 5.1 A number of questionnaires and/or written responses were received. Several were detailed and ran into several pages. Most were group responses and represented the views of many individuals.
- 5.2 Many individuals expressed a commitment to be involved in the service specific plans for individual areas.
- 5.2 A key feature of the consultation was the time and effort which people put into responding. A summary of the responses to the consultation is in Appendix 3 of this report.

6 Main Comments from the Consultation

- 6.1 The main comments from the consultation were as follows:

There should be a greater link to Children and Families plans and principles; Language is sometimes inappropriate for Children and Families – especially in relation to principles and vision from the overall strategy.
- 6.2 All service specific plans should set out how they will meet the needs of marginalised groups/address equalities. Each service specific plan should show how poverty and inequality are being addressed.
- 6.3 All service specific plans should have a partnership element to them.
- 6.4 Language of care and support doesn't sit well with Youth Work and Adult Literacy and Numeracy.
- 6.5 There was a query about the accuracy of budget figures.
- 6.6 The commissioning plan and commissioning in general is about the privatisation of council services and will lead to poorer quality services. Concern that these will be monitored on financial rather than quality considerations.
- 6.7 Equalities could feature more throughout the document.

- 6.8 Diagram on page 5 of the Plan - unfortunate to have some of the service specific plans on top of the others - makes them look as if they are more important, so, although we recognise the importance of early intervention and the early years, it looks as if these are secondary to others above, e.g. looked after and accommodated children.
- 6.9 Early intervention isn't just about early years but preventative work in general, and especially at key transitions e.g. when children's services are no longer available and adult services are not yet appropriate.
- 6.10 Services should be family-centred not service-centred - A small point but should this not be person centred.
- 6.11 Partnership working is key and is not cost free – this needs to be reflected in commissioning.
- 6.12 There are pre-existing agreed outcomes/targets in several of the areas where service specific plans will be developed – these need to be taken account of and partners need to be involved. Needs to be a 'golden thread' to take account of Children and Families Service Plan, Integrated plan, Children's Services Priorities – strategic objectives (including the commitment to reduce inequalities) should be included in the plan.
- 6.13 Role of local partnerships and local priorities needs to be reflected A small point but should this not be person centred.
- 6.14 Service specific plans boundaries need to be clarified – suggestion that some should be merged (e.g. looked after at home, LAA and non-looked after). Some important areas are not covered, e.g. mental health, homelessness. If areas aren't included will providers still be able to access resources?
- 6.15 Further relevance in defining the principles for children's services to strengthen the plan.

7 Children and Families Response to the Consultation on the Strategy

- 7.1 The Checkpoint Group has been engaged in assisting in the responses to the consultation comments received in the summary report. The responses will address the concerns raised and provide clarification on the main points. **(Appendix 3)**. The Children and Families Plan will be amended accordingly to take into account the responses to the consultation. **Appendix 4** identifies Key Action points from the Commissioning Strategy for Care and Support.

8 Next Steps

- 8.1 In the majority of cases broad agreement has been reached by the Checkpoint Group on the consultation process and responses and the Commissioning Plan for Children and Families will be amended accordingly.
- 8.2 Action points are being developed from the responses to the draft Plan. These will be incorporated into the final version of the Commissioning Plan for

Children and Families once fully considered by the Checkpoint group and will be developed into an action plan to be implemented over the life of the Plan.

- 8.3 Each service specific commissioning plan will contain detail on how the Strategy and overarching commissioning plan for Children and Families Plan will be embedded into more service specific commissioning plans.
- 8.4 The final version of the Children and Families Commissioning Plan will be presented to the Policy and Strategy Committee on 4 October 2011.
- 8.5 Service specific plans for individual client/user groups will be developed through partnership by December 2011.

9 Financial Implications

- 9.1 There are no direct financial implications arising as a result of this report.

10 Equalities and Human Rights Impact

- 10.1 This is being assessed and will be published with the final plan. It will cover:
- Consultation process
 - Consultation outcomes
 - Plan contents
- 10.2 The Equalities Impact Assessment (EQIA) report will be made available on the Council's website.
- 10.3 An Equalities Impact Assessment of the Commissioning Strategy for Care and Support has already been published. Key recommendations related to commissioning arrangements include :
- the need to incorporate an equalities perspective throughout the commissioning cycle;
 - the need to continue to work with black and minority ethnic, and other protected groups to identify and eliminate service gaps.
- 10.3 Further recommendations with more general application across care and support services include:
- the need to develop a means of monitoring outcomes of eligibility assessments by equality grouping;
 - the need to develop mechanisms for monitoring service access and service outcome from an equalities perspective;
 - the need to continue existing work to encourage a more balanced equality profile of staff across the care sector.
- 10.4 The above recommendations, where relevant, will be incorporated into a Children and Families action plan.

11 Environmental Impact

- 11.1 There are no direct environmental implications arising as a result of this report.

12 Recommendations

12.1 The Committee is requested to:

- a) note the findings of the consultation exercise on the commissioning plan for Children and Families Care and Support Services 2011-16;
- b) note and acknowledge the significant scale of the consultation exercise and particularly the time and effort which individuals and groups put into submitting their consultation responses;
- c) agree the Council responses to the consultation on the Commissioning Plan for Children and Families as detailed in Appendix 1;
- d) note the reporting of the Commissioning Plan for Children and Families Support Services 2011-2016 to the Policy and Strategy Committee on 4 October 2011.

Gillian Tee
Director of Children and Families

Appendices	<ol style="list-style-type: none">1. Commissioning Plan for Children and Families Care and Support Services 2011-2016 draft2. Checkpoint Group Membership3. Consultation Feedback and proposed Responses4. Key Action points from Commissioning Strategy for Care and Support
Contact/tel/Email	ricky.dover@edinburgh.gov.uk andy.gray@edinburgh.gov.uk
Wards affected	All
Single Outcome Agreement	National Outcome 15 – ‘Our public services are high quality, continually improving, efficient and responsive to local people’s needs’
Background Papers	Commissioning Plan for Children and Families 2011-2016 Draft Commissioning Strategy for Care and Support Services 2011-2016

Commissioning Plan

for Children and Families Care and Support Services 2011-2016

Draft for Consultation

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This draft plan sets out how Children and Families aims to implement the Council’s strategy for the commissioning of care and support services. It explains our priorities and how these will influence decisions about commissioning. It also proposes that a number of more detailed plans are produced showing what we plan to achieve in specific service areas over the next five years. This plan is a draft and we want to hear your views on it.

Foreword

Welcome to the first draft of the Commissioning Plan for Children and Families Services. In it we aim to set out clearly how we plan to put the Council-wide commissioning strategy for care and support services into action.

Children and Families is committed to working with its partners to meet the needs, wishes and aspirations of citizens. We want to understand and improve the outcomes which give children and families a better quality of life and use this knowledge to help us design and deliver services. We really value the feedback we get from service users and partner organisations. We want to learn from this feedback and integrate consultation and engagement at all stages in the commissioning cycle.

We want to promote a consistent way forward for the commissioning of care and support services. We believe that this will help us to work better in partnership with service users such as children, young people, parents and carers, and with providers of services as well as other key organisations.

Together with our key partners, we have agreed strategic objectives and priorities for all children's services. Early intervention is at the centre of these priorities. This means we will focus on identifying and addressing issues at an early stage and from an early age. Our commissioning needs to be fully aligned to these objectives and priorities.

We know that this is going to be a time of severe economic restraint and we will need to ensure that we spend money wisely. A key principle is that of delivering quality in-house and out of house services within a 'Best Value' environment and we believe that an effective commissioning strategy with an effective plan forms an essential basis for this.

This draft plan sets the context for consultation and discussion from February to May 2011 and will also inform the production of Children and Families service specific plans between March and August 2011.

We would like to hear views on this plan from:

- partner organisations such as NHS Lothian, the voluntary sector and the police;
- providers of care services in the voluntary, private and statutory sectors;
- Councillors;
- Council staff involved in the delivery of care services;
- Neighbourhood Partnerships
- current service users, their carers and children and families – although we recognise that service users may wish to be more involved in the development of service specific plans

Gillian Tee

Director of Children and Families

Key words

Best value is a balance between the quality and cost of services.

Commissioning is the process by which we plan, buy and provide services for children and families.

Looked after children at home are those children who are the subject of a legal supervision requirement but who still live at home.

Looked after and accommodated children do not live at home but with foster carers, kinship carers or in some form of residential care.

Non-looked after children who receive continuing support are previously looked after children who still require support.

Personalisation: The Scottish Government sets out the definition:

‘It enables the individual alone, or in groups, to find the right solutions for them to participate in the delivery of a service. From being a recipient of services, citizens can become actively involved in selecting and shaping the services they receive.’

Self-directed support is an aspect of personalisation where an individual arranges some or all of their own support.

Procurement is part of commissioning; it is how we buy services.

Overarching strategy, plan and service specific plans

This draft plan should be read in conjunction with the Council's overarching draft commissioning strategy for care and support services which is available on our [website \(www.edinburgh.gov.uk/commissioningstrategy\)](http://www.edinburgh.gov.uk/commissioningstrategy)

The overarching strategy sets out principles, legislation and regulations which apply when directly providing or buying care services for individuals and groups. The strategy's vision and principles are central to this plan.

The aim of this commissioning plan is to set out and seek feedback on the arrangements which are proposed for commissioning social care services for children and families. It shows how our principles and partnership priorities will underpin our approach to commissioning.

This plan:

- describes the key aspects to be addressed from the overarching commissioning strategy
- outlines our proposed commissioning principles
- sets out our partnership strategic objectives and Children's Services Priorities
- identifies areas where service specific plans should be produced
- describes the commissioning cycle of analyse, plan, do and review
- describes the financial environment and best value.

Underneath this plan we will produce a number of service specific plans. It is proposed that plans are developed in the following areas:

- Early years services
- Family/parenting support services
- Looked after and accommodated children's services
- Looked after children at home services
- Non-looked after children who receive continuing support
- Child disability services
- Drug and alcohol services

- Young carer services
- Youth justice services
- Youth work services
- Adult literacy and numeracy services.

Each service specific plan will include: •

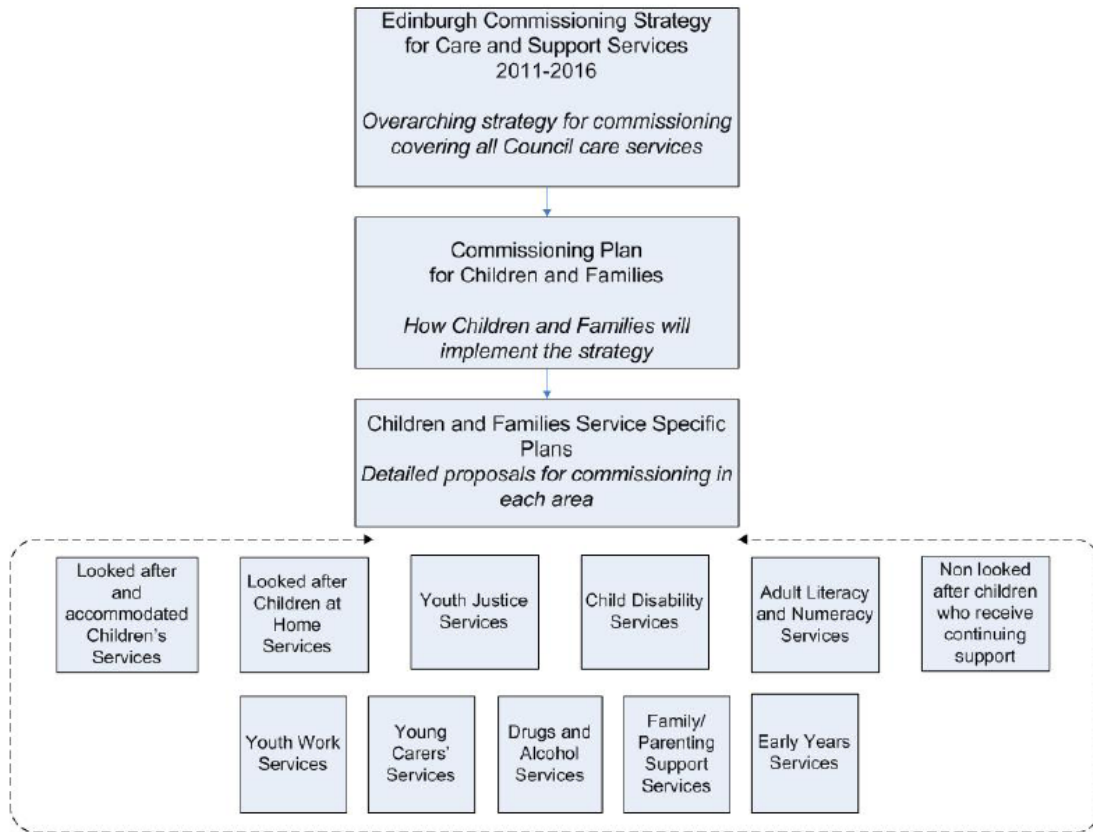
- a statement of key outcomes we are seeking for children and families in this area
- a statement about the financial environment and best value in relation to this area
- an analysis of current arrangements in place for commissioning and procuring services
- an analysis of the balance between directly provided and externally procured services
- identification of review dates of major contracts, where an opportunity for change and service redesign may exist
- an outline of what we intend to commission over the next five years.

Some plans will be prepared in partnership with other agencies.

The relationship between the overarching strategy, this plan and service specific plans is shown in this diagram in figure 1.

The diagram show how the Council's overarching strategy for commissioning all Council care services – the Commissioning Strategy for Care and Support Services 2011-2016 – feeds into the commissioning plan for Children and Families Department. This commissioning plan lays out how the department implements the overall strategy and feeds into the specific service plans for the 11 areas outlined above. These service plans contain detailed proposals for commissioning in their area.

Diagram 1: the relationship between the Commissioning Strategy and the service proposals



Vision and key principles of the Commissioning Strategy

The overarching strategy sets out a vision statement for the commissioning of care services across the Council (see appendix 1).

It also sets out a number of key principles which will underpin our approach to commissioning across the Council. More detail on each of the principles is included in appendix 1. The overarching strategy is out for consultation as this plan is being drafted. These principles are part of this consultation and therefore may change. The principles are set out below with some explanation of what this might mean in the context of children and families:

Services to be outcomes focussed, personalised and offer choice

Our aim will be to achieve measurable outcomes for children and young people, in line with the Children's Services Priorities. Increasingly, services will be shaped by the needs and aspirations of service users.

Self-management and the promotion of well-being, independence, recovery and living and dying well

Across our commissioning, we will aim to support children and young people to live safely, happily and in good emotional and physical health within their families with the right kind of support.

Carers will be supported as equal partners in the provision of care

We will produce a specific plan for young carers and will work with all of those involved in providing care – parents, extended family members, unpaid carers and staff.

Consultation and engagement

Engaging with all of those who are involved and/or affected by commissioning is at the centre of this plan and the service specific plans which we will develop.

Equality and equity of access

We will require the providers of all commissioned services to have an equalities policy which covers all of the groups protected by the Equality Act 2010.

Best Value Framework for all services, which ensures value for money and quality services for service users

We will look for the best balance between quality and cost in all of our commissioning through ongoing monitoring and contract review.

Supporting and involving care service providers

We will engage with care service providers in the development of this plan, our service specific plans and on an ongoing basis.

Assessment of benefit and risk in service redesign

As part of our ongoing development of services, we will continue to consider the needs of service users alongside financial and other risks in redesigning services. We will involve stakeholders in this assessment.

Promoting community benefit and sustainability

We will continue to promote wider community benefits in our commissioning, e.g. through working with community organisations which support local people in volunteering and into employment.

These principles will underpin Children and Families approach to commissioning, along with our multi-agency children's services priorities.

Children's Services Vision and Priorities

The Children and Young People's Strategic Partnership (CYPSP) includes all providers of services for children and young people in Edinburgh, including the NHS, police, voluntary sector and the Council. It has an agreed vision:

'for all children and young people in Edinburgh to enjoy their childhood and achieve their potential. Ultimately, we want all young people to leave school and enter adult life with positive options, making positive choices.

The partnership has agreed to concentrate efforts and resources where they will make the most difference, focussing on seven priorities:

- 1 Support in early years is improved and problems are identified and addressed early
- 2 Educational outcomes for the most disadvantaged 20% of children are improved (against the average) with a particular focus on early literacy skills
- 3 Improve outcomes and life chances for looked after children (with a key focus on those looked after at home)
- 4 Improve health outcomes for children and young people in respect of healthy weight, emotional and mental health and risk taking behaviours relating to drugs, alcohol and sexual activity
- 5 Reduce youth crime and antisocial behaviour
- 6 The gap is narrowed between the least and most affluent young people leaving school with positive options/choices
- 7 Improve outcomes for children and young people in need of protection.

Partners believe that they can make a significant impact on the intergenerational cycle of deprivation, poverty and underachievement by focusing partnership activity on these identified priorities.

Our commissioning activity will be underpinned and guided by these principles and strategic commitments. Whilst services will continue to be delivered at a local level, we will prioritise those that relate most closely to our principles and strategic commitments.

Harmonising commissioning approaches

At present, we commission services in a number of ways, including grants, contracts and service level agreements. Whether a service is delivered under contract or grant funded depends on the nature of the service to be provided and the relationship between Children and Families and the provider. Contracts, for example, are appropriate where we wish to specify in detail how a service is delivered. Grants are appropriate to provide support for a particular activity or project.

We propose to continue to use a range of methods to commission services appropriate to the nature and level of the service and outcomes.

We will aim, however, to harmonise our procedures around the different methods and consistently apply arrangements for monitoring and evaluation. The arrangements will be proportionate to the level of service provided.

Personalisation and self-directed support will influence and be integrated into the development of our specific plans.

Balance between Council and external service provision

The most appropriate balance of internal and external provision will vary with each care group. However, a range of considerations, in line with the principles set out in the overarching strategy, apply in decisions about whether services should be provided by Children and Families or commissioned from other agencies, including:

- strengthening the involvement of users, carers, front-line staff and service providers in redesigning services
- considering alternative providers of services, if these providers can improve the efficiency, productivity or quality of services
- continuing to improve collaboration and joint working
- improving information on costs, activity, productivity and outcomes, including setting baselines from which to measure performance
- retaining the capacity to act as a provider of last resort.

Engagement

The purpose of engagement on our commissioning plans is to ensure that service users, parents, carers, staff, providers and partners can genuinely influence how services are provided. We hope that involvement is a positive experience for all who participate.

We will seek to involve everyone who is interested and/or affected in dialogue around the overarching strategy, this plan and the service specific plans. We envisage that the most appropriate point for engaging with service users will be in the development of service specific plans.

The Children and Young People's Strategic Partnership has agreed to act as a 'checkpoint' group for the consultation – advising on the consultation process and the development of both this plan and service specific plans.

Consultation and engagement is one of the key principles underpinning the commissioning of care and support services in Children and Families and across the Council. This will inform the development of this plan and service specific plans.

As part of our monitoring and evaluation arrangements, we will be asking all service providers to show us how they have generated and used feedback from service users in the development of their own services.

Children and Families Care and Support Services 2010/11 Net Budget

The costs show in this table are incurred in directly providing services

a) Services	Provided Externally £	Provided In-house £	Total £	Proportion Purchased %
Looked After and Accommodated Children Services	17,885,428	38,046,829	55,932,257	32
Looked After Children at Home	70,826	3,360,061	3,430,887	2
Former Looked After	620,953	1,977,067	2,598,020	24
Child Disability Services	2,001,883	3,621,211	5,623,095	36
Early Years	7,108,761	11,984,941	19,093,701	37
Youth Work	1,813,027	665,508	2,478,535	73
Drug & Alcohol	316,368	22,780	339,148	93
Family / Parenting Support	1,285,560	2,576,229	3,861,789	33
Young Carer Services	100,252	0	100,252	100
Youth Justice Services	179,312	1,268,513	1,447,825	12
Adult Literacy and Numeracy	369,650	682,983	1,052,633	35
	31,752,020	64,206,122	95,958,142	33

The department has £14.8m of department-wide costs that cannot be directly attributed to specific services. In calculating a full-cost of care services an apportionment of these costs would be made, however, this has been excluded from the above figures on the basis that these figures are unlikely to be affected significantly by changes in total expenditure on care services or changes in the mix of in-house provision and external provision.

Further refinement will take place as service specific plans are developed.

Consultation timescale

The consultation on the **overarching strategy** runs until 4 March 2011. Feedback can be submitted

- online at: www.edinburgh.gov.uk/commissioningstrategy
- or to Kate McVie at the City of Edinburgh Council, Health and Social Care, Waverley Court, Level 1.8, Edinburgh EH8 8BG

Consultation on this plan runs between **February and Friday 6 May 2011**. Feedback can be provided using the consultation questions below. Our staff are also keen to discuss the plan with groups of providers and partners – please let us know if your group would like us to come out to discuss the plan with you.

Service specific plans will be developed in consultation with colleagues and service users in each of the relevant areas between March and August 2011.

We want to make sure that service users, providers and partners are fully involved in the development of service specific plans – please use the contact details below to let us know if you would like to discuss a plan with us.

Consultation questions

Please tell us what you think about the plan and the proposed arrangements for the service specific plans.

You can provide feedback [online](#)

<https://surveymonkey.com/s/commissioningplan>

Alternatively, you can provide feedback by phone – please contact David Maguire on 0131 529 2132 or by email to david.maguire@edinburgh.gov.uk

Appendix 1: Edinburgh Commissioning Strategy for Care and Support 2011 – 2016

Vision Statement

'The Council wants to support people to have dignity and choice to live as independently as possible and move forward in their lives. We are committed to the principles of self-directed support and will apply these in the way that we commission services. We also acknowledge that the palliative care needs of people need to be developed within the strategy.

We will respect the rights of people to access quality and affordable services which meet their needs.

We will engage people who need care and support now or in the future and their carers as equal partners and as fully as they wish, to achieve their agreed outcomes. We will also ensure that service users, self carers, unpaid carers and support workers are informed about and engaged in the commissioning of these services.

We will promote positive relationships by working closely with providers in the public, voluntary and private sectors to deliver the aims of this strategy. This will be achieved through partnership working, effective commissioning, procurement, robust quality assurance, contract monitoring and management. Value for money will be a key driver of our strategy. This recognises the importance of considering the total cost of a service over a particular period and ensuring that the quality meets customer requirements.

We will ensure that services are commissioned in a way that is fair, transparent and open. We will commission services which contribute to supporting people live as independently as possible, preventing homelessness and protecting vulnerable children and adults'.

Key principles of the Commissioning Strategy

The overarching strategy sets out a number of key principles which will underpin our approach to commissioning across the Council. These are:

Services to be outcomes focussed, personalised and offer choice

Personalising services to individual needs helps each person get the right outcomes for them and be actively involved in selection and having a say in their services. The council is committed to giving service users choice and control over their care and support and work with them to agree the best care and support packages. This means ensuring that a choice of good quality, flexible and affordable services is available.

Self-management and the promotion of well-being, independence, recovery and living and dying well

It is a key aim for the future of care and support services in Edinburgh to encourage independence and reduce reliance on services when appropriate. We will promote and support self-help or self-management and independent living through services that lead to rehabilitation and recovery. We will also support people with palliative and end of life care needs.

Carers will be supported as equal partners in the provision of care

We recognise the expertise of carers. Their views and knowledge in providing care will be valued. They will be supported and given the resources to help them provide care at the right level and for as long as they are able to. The Council will continue to offer carers' assessments to unpaid carers who carry out regular and substantial care.

Consultation and engagement

We believe that involving people who use services and their carers should be at the heart of commissioning. This will help us ensure that the care and support packages we commission reflect the needs, preference and desires of existing and future service users. How this will be done will be outlined in each commissioning plan. We recognise that people need information so that they can shape their views to take part in consultations and in the process of commissioning. We will help individuals, groups and communities to do this.

Equality and equity of access

There should be equal access to all Council services regardless of how they are provided. We need to ensure that we are not unintentionally discriminating against specific groups of people when planning, buying or providing services. We plan to assess if a full equalities impact is required during commissioning and procurement. Assessments will be monitored and reported to the appropriate management groups or Council committees.

Best Value Framework for all services, which ensures value for money and quality services for service users

The best balance of Council or voluntary and private sector care provision will vary with each care group. This will be set out in each commissioning plan and will take into account a range of principles:

- the Council must always seek the best possible value in quality and cost for itself and service users
- the Council must ensure it is fair, open and transparent in the way it purchases services
- care service providers must be allowed to compete for services in a fair, open and transparent way

- services will improve quality and choice and service users and carers must be involved in this process
- organisations, including the Council, must continue to improve how they work together to provide the best value in cost and quality
- information on costs, activity, productivity and results must improve and baselines must be set to measure performance.

There may be cases when competitive tendering for care services does not represent the best value for money or it is not possible to tender. Each commissioning plan will set out and explain any exceptions to tendering.

The Council is proposing to gradually open up existing services to competition. This approach will take into account: service redesign, choice, quality, best value and availability of resources.

Supporting and involving care service providers

The council recognises care service providers as key partners in delivering good quality, affordable services to people who need them. Each commissioning plan will support and involve current and prospective providers at the appropriate stages.

Assessment of benefit and risk in service redesign

A risk analysis will be carried out before any decisions or changes are made to services. We will consider the:

- safety and well-being of service users and carers
- quality and cost of services
- ability of the Council to deliver its duty of care
- sustainability and long-term cost effectiveness of redesigned services.

We will thoroughly assess the:

- risk of key services being changed or withdrawn
- benefits to be gained from working in partnership to develop and provide services

Promoting community benefit and sustainability

It is important to consider price and quality when commissioning care services. We will also consider wider social and community benefits. These can include:

- employing local people
- creating volunteer opportunities

- career or learning progression
- social opportunities for service users
- support for carers.

The Council will follow Scottish Government guidelines on how and when social issues can be considered in developing services. The guidance sets out how social benefits can be promoted before the procurement process begins, while drawing up and advertising the service and at the stages of selection and evaluation of tenders.

Appendix 2: The Commissioning Cycle

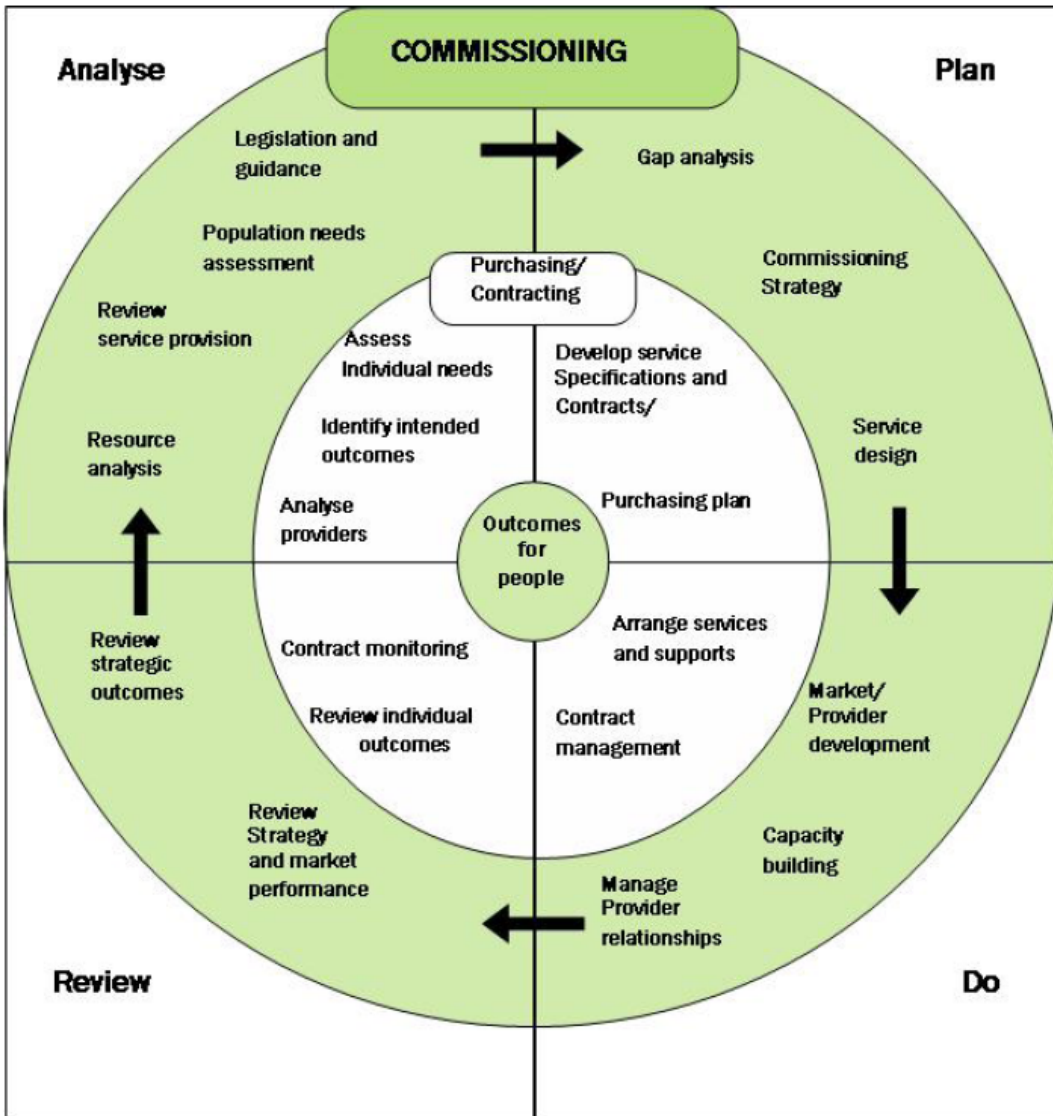
The commissioning model below has been taken from the Social Work Inspection Agency's (SWIA) 'Guide to Strategic Commissioning' (2009). It describes a commissioning cycle which in turn drives procurement activity. The procurement activity in itself will also inform the commissioning process in the future.

The Council proposes to adopt the Commissioning Model as described in the diagram above. This model has four stages:

- analyse
- plan
- do
- review.

The four stages are illustrated in diagram 2 as well as described in the following pages.

Diagram2: the commissioning model



At each stage in the commissioning and procurement cycle for Children and Families care and support services, the Council will follow the key actions described below, within the framework of the principles described within the citywide strategy.

Stage 1: Analyse

The development of service specific commissioning plans will involve:

- a comprehensive analysis of national policies and priorities relating to the services in question, the CYPSP children's services priorities, Edinburgh's Single Outcome Agreement and the plans of relevant local agencies
- an assessment of the current and predicted future demand for the service
- analysis of the resources committed to the current level of service
- the development of a shared understanding among all stakeholders about the outcomes we want to achieve
- analysis of the options for achieving agreed outcomes and the costs and affordability of these.

Stage 2: Plan

Together with our strategic partners, we will use the findings of our policy/financial analysis and the feedback obtained from engagement and consultation to develop a Service Specific Plan. This will set out information about whether services need to change and if so how this will happen over the five years of the plan. These Service Specific Plans will describe who services are for and what services will deliver, and will contain 'SMART' action plans which set out:

- specific targets which relate to embedding any necessary changes to or improvements in the service over the next five years
- measurable improvements in outcomes for service users and carers
- accurate details of the costs associated with the achievement of targets and outcomes and their compatibility with available budgets
- realistic timescales stating when targets have to be achieved
- timely arrangements for reviewing plans.

Children and Families Service Specific Plans will also indicate whether services are to be provided by the Council or purchased from a third parties on behalf of service users and carers. If services are to be purchased, this stage will also involve deciding how services will be procured. The department's proposed approach to procurement will vary with the needs of different care groups.

Stage 3: Do

This stage in the commissioning cycle involves the implementation of the agreed Service Specific Plan and securing the service for users.

In implementing its Service Specific Plans for specific services the Council will explain to stakeholders:

- how the service will be delivered
- how long it will take to decide who will provide the service
- how service users and carers will be involved in the process
- how staff, including trade unions and their members will be involved in the process (where appropriate)
- who will make the final decisions, how they will be made and when they will be made
- how decisions will be communicated to stakeholders
- whether there could or will be a change in service provider
- how service provision may or will change as a result of the implementation of the Service Specific Plan.
- The outcome of this phase of the commissioning cycle will be the development of an agreement relating to the delivery of a service by the Council or the award of a contract to a third party provider to do so.

Stage 4: Review

The Council will pro-actively monitor and review all Service Specific Plans throughout their duration. The outcomes of this work will be:

- the good governance of internal agreements within the Council or contractual relationships between the Council and provider organisations
- the adjustment of agreement/contract terms where these are mutually agreed by all concerned to be desirable in light of service users, carers and/or the providers practical experience of using/operating the service
- identification of actual and potential risks arising for the Council and service users as a result of its agreements/contractual relationships and the implementation of risk mitigation strategies designed to promote continuous improvement in service delivery and outcomes for users
- data collection, audit, interpretation and publication of information about Council/provider performance with a view to improving stakeholders understanding of performance standards and offering service users and carers a basis for making an informed choice when selecting a care/support provider.

This work will be informed by:

- feedback obtained from service users, carers and other stakeholders about their experience of services and the extent to which these are supporting the achievement of desired outcomes via questionnaires, meetings and focus groups
- regular review of service Care Commission reports and gradings

- monitoring and further investigation where appropriate of compliments, complaints and serious incidents reported to the Care Commission and/or the Council
- analysis of data obtained as a result of the introduction of Electronic Monitoring
- regular meetings with providers on an individual or collective basis
- ongoing budget monitoring activity and financial risk assessments.

Members of the Commissioning Plan Checkpoint Group

Lynne Porteous	–	CEC/GIRFEC
David White	–	NHS Lothian
David Wilson	–	Voluntary Sector Network
Ricky Dover	–	CEC/Commissioning
Joan Fraser	–	Voluntary Sector Network
Sally Egan	–	NHS Lothian
Nick Croft	–	CEC/Equalities
Ali Black	–	CEC/Equalities
David Maguire	–	CEC/Engagement & involvement

Children and Families Commissioning Plan Consultation Feedback

Children and Families Commissioning Plan Consultation Feedback and Draft Response

Key point	Draft Response
<p>1. Greater link to Children and Families plans and principles; our plan needs to be less of an adult social care document. Language is sometimes inappropriate for Children and Families – especially in principles and vision from the overall strategy</p>	<p>The order in which the overarching strategy principles and the Children’s Services vision and priorities appear in the plan could be changed so that the Children’s Services Priorities come first. The C&F Plan attempts to put the overarching principles into a Children and Families context – we will look at this again and be more explicit.</p>
<p>2. Clarity about what is commissioned and what remains in-house - who will make decisions and how? Suggestion of ‘added value’ as a key consideration.</p>	<p>The detail on this will follow in the service specific plans. The final version of the plan will include some background information on Children and Families approach to commissioning. The final decisions about what is commissioned and what is delivered in-house will be made by Children and Families in line with agreed priorities. (see Key Action 8 in Commissioning Strategy)</p>
<p>3. Service specific plans could create artificial divisions within service delivery. Need to ensure an overview and cross-referencing in development of service specific plans to avoid potential double-funding, unhelpful divisions. Need to avoid thinking in boxes and recognise that work of many voluntary organisations crosses boundaries between areas. How will cross-cutting issues, e.g. work with minority ethnic groups, bid for funding? What about where children/young people come under more than one plan heading? Will services need to tender separately under each ‘pot’ (with preference expressed not to)? Services need to work with the whole family and not deal with children in isolation – will holistic work be undermined by development of plans in silos?</p>	<p>We will emphasise the importance of taking a holistic view rooted in the GIRFEC philosophy and approach to teams developing service specific plans. Service specific plans in each area are not intended to be seen as separate ‘pots’ of money. They will outline the key outcomes we are seeking (in line with the Children’s Strategic Partnerships) and look at what we intend to commission in each area. Inter Department commissioning is being established ie.with SfC and supported accommodation services/homelessness and the potential for joint commissioning.</p>

<p>4. All service plans should set out how they will meet the needs of marginalised groups/address equalities. Each service specific plan should show how poverty and inequality are being addressed.</p>	<p>We will add this to the list of bullet points on what each service specific plan should include. Each plan will address equalities issues and the Children's Strategic Partnerships.</p>
<p>5. All service specific plans should have a partnership element to them</p>	<p>Agreed – we aim to ensure that each service specific plan team includes partners and the wording in the final version of the plan will be changed to reflect this.</p>
<p>6. Language of care and support doesn't sit well with Youth Work and Adult Literacy and Numeracy. Two areas are concerned with learning and development not care and support (Youth Work, Adult Literacy/Numeracy) – this needs to be reflected, as do the different inspection regimes. Suggestion that Adult Literacy/Numeracy should not be included (From Edinburgh Literacy Partnership)</p>	<p>The wording 'care and support' is Council-wide and is used to mark a difference between the commissioning of service delivery and, for example, procuring equipment from suppliers. We will ensure that the introduction to the final version of the plan addresses the specific concerns about the use of this wording in relation to service areas which have their origins in learning and development rather than direct care and support. Our aim is to take an inclusive approach.</p>
<p>7. Query about accuracy of budget figures</p>	<p>This is the first time we have broken down the budget in this way – it is for illustrative purposes, e.g. to show the balance of commissioned and in-house services in each area. We will further develop the information to reflect a more accurate picture of investment</p>
<p>8. The commissioning plan and commissioning in general is about the privatisation of council services and will lead to poorer quality services. Concern that these will be monitored on financial rather than quality considerations</p>	<p>The plan is about how we will implement the Council-wide strategy, based on our partnership priorities and vision. Children and Families has commissioned services for many years and continued to deliver services in-house. Decisions about whether to deliver services in-house or commission them externally will be set out in service specific plans. See point 2 These decisions will be informed by best value and the need to achieve the best possible outcomes for children and their families.</p>
<p>9. Equalities could feature more throughout the document , need for equality proofing of documentation and decision-making</p>	<p>Agreed – we will incorporate the specific suggestions .The Plan is subject to an EQIA. Service specific plans will show how equalities will be addressed in each area (see 4 above). We will add an</p>

	equalities dimension to the definition of best value in line with the strategy.
10. Diagram on page 5 - unfortunate to have some of the service specific plans on top of the others - makes them look as if they are more important, so, although we recognise the importance of early intervention and the early years, it looks as if these are secondary to others above, e.g. looked after and accommodated children	We will change the layout of diagram so that all plans have equal prominence in the final plan.
11. Services should be family-centred not service-centred. We should also refer to 'parents' as well as 'carers' throughout the plan	Agreed – this is at the core of GIRFEC and our Children's Strategic Priorities. The text will be changed to use the word 'parents'
12. Early intervention isn't just about early years but preventative work in general, and especially at key transitions e.g. when children's services are no longer available and adult services are not yet appropriate	Agreed – The director's introduction already includes, 'This means we will focus on identifying and addressing issues at an early stage and from an early age'. This will be strengthened and specific mention made of the importance of transitions. (Key Action 16 in Commissioning Strategy.)
13. Partnership working is key and is not cost free – this needs to be reflected in commissioning	Agreed - partnership working is integral and should be part of reasonable and appropriate costings agreed with organisations.
14. There are pre-existing agreed outcomes/targets in several of the areas where service specific plans will be developed – these need to be taken account of and partners need to be involved. Needs to be a 'golden thread' to take account of C and F Service Plan, Integrated plan, Children's Services Priorities – strategic objectives (including the commitment to reduce inequalities) should be included in the plan.	Agreed – The introduction in the plan makes reference to our partnership strategic objectives and priorities and the Children's Services Priorities are included in the draft plan – we say 'our commissioning activity will be underpinned by these principles and strategic commitments'. We will look again at how to make this more explicit and ensure that service specific plans fully reflect agreed outcomes/targets.
15. Role of local partnerships and local priorities needs to be reflected	We have acknowledged in the plan that services will continue to be delivered at a local level and 'promoting community benefit and sustainability' is one of the overarching strategy's key principles. .
16. Service specific plans boundaries need to be clarified – suggestion that some should be merged (e.g. looked after at home, LAA and non-looked after). Some important areas are not	There is a commitment for plans to be developed acknowledging the interrelationship with the areas raised. These issues will be considered as the plans develop.

<p>covered, e.g. mental health, homelessness. If areas aren't included will providers still be able to access resources?</p>	
<p>17. Will in-house services be costed in same way as purchased services to achieve best value? Bids from the voluntary sector should be considered on an equal footing to those of statutory sector</p>	<p>See point above (section 7) in relation to the purpose and limitations of the financial information. (Key Action 9 in the Commissioning Strategy) Decisions about whether services will be delivered in-house or commissioned will be taken by Children and Families in line with the CSPs and set out in the service specific plans.</p>
<p>18. Organisations should be able to tender for full-cost recovery – their need for core organisational resources and infrastructure costs needs to be recognised and guidelines around cost parameters should be included</p>	<p>All clearly identified reasonable costs need to be taken into account in the implementation of a tendering exercise.</p>
<p>19. Clarity needed about timescales for implementing new approach and transitional arrangements</p>	<p>A report on consultation feedback will go to Committee for approval on 13th September 2011, the revised plan will go to Policy and Strategy Committee on 4th of October 2011 and service specific plans will be developed by December 2011. Once agreed and in place, the new arrangements will be implemented.</p>
<p>20. How will service users be involved in commissioning – and will this be funded? Will their views carry equal weight with officers and elected members?</p>	<p>Service users will be involved in the development of service specific plans. As the draft plan states, "we will be asking all service providers to show us how they have generated and used feedback from service users in the development of their own services". This will not be funded separately as it is an integral part of all service delivery. The views of service users will be a key component of commissioning decisions. (Commissioning Strategy Key Actions 28 and 29)</p>
<p>21. Will responses to the consultation be published? They should be.</p>	<p>We intend to publish responses to the consultation so long as those making the response are in agreement with them being published. We will publish our proposed response to all of the major points.</p>
<p>22. Clear link with current consultation on health inequalities</p>	<p>To be confirmed</p>

<p>23. Commissioning process should not disadvantage community-based providers – who should be supported e.g. through training, guidance. Process should not advantage big players (in either not for profit or private sector). Best value needs to include the tangible and intangible benefits that community-based organisations bring. Need to give specific consideration to the case of community based voluntary organisations. Inclusion of community benefit is positive but we could say more about it/give it more priority</p>	<p>Community benefit is a key principle of the overarching strategy so if community-based providers can show that they benefit communities they should be advantaged by this principle. We will add more on community benefit to the final plan. (Commissioning Strategy Key Action 60) Children and Families currently funds support to the voluntary sector – this includes some training and guidance to community-based organisations.</p>
<p>24. A summary of the legal position should be made available so that the Council’s understanding of legislation is made public</p>	<p>The overarching commissioning strategy sets out the legal position. This plan sets out how we will implement the strategy therefore it does not need to repeat that information.</p>
<p>25. Decision-making process needs to be made transparent, including the level of political scrutiny involved</p>	<p>The strategy and plan have been out for consultation and will be approved by full council and committee respectively. Each commissioning plan should go to Education, Children & Families Committee. The strategy will be reviewed annually (Commissioning Strategy Key Action 61 & Action 5)</p>
<p>26. Need for service impact assessments as part of tendering process</p>	<p>When we review a contract we consider the impact on service users of terminating or changing the contract, change of provider or change of services delivered (Commissioning Strategy Key Actions 58 and 59)</p>
<p>27. In current funding climate there is a fear that this is about reducing costs – the way this new approach is implemented will either challenge or confirm that fear</p>	<p>The aim of our plan is to show how we will implement the overarching Council strategy in the context of Children and Families. It is about making sure that our commissioning is underpinned by our partnership priorities and Council-wide principles. These do not necessarily include ‘reducing costs’ as such although we are guided by best value and the plan does acknowledge that this is a time of severe economic restraint. We will work in partnership with colleagues and service users.</p>
<p>28. Fear of ‘commissioning creep’ – will all Council funding be managed in</p>	<p>The draft plan includes information on how we commission services at present</p>

<p>this way. Need to provide reassurance that grants will remain</p>	<p>including grants and proposes to continue to use a range of methods. We will continue to provide grants for smaller value programmes (Commissioning Strategy Key Action 49) All Council commissioning of care and support services will be managed in the way the plan suggests (i.e. in line with our partnership priorities and the overarching strategy's principles)</p>
<p>29. Actual process of commissioning needs to be clearer, as well as length of contracts (less than 3 years is unhelpful)</p>	<p>Service specific plans will make this clear in each area.</p>

Appendix 4

Number	Key Actions Points within the 5 year life of the Commissioning Strategy	Owner	Progressed Through
Vision for the Commissioning Strategy			
1.	The Council will promote the vision and principles for the Commissioning Strategy to all relevant staff and stakeholders.	Corporate Management Team	Annual reviews of commissioning plans
General			
2.	The Council will adopt the approach to Strategic Commissioning recommended by the Social Work Inspection Agency. This will include adopting a 4 phase approach to commissioning, i.e. analyse, plan, do, review. An equality and human rights perspective will be adopted throughout the commissioning cycle.	Directors of H&SC, SFC and C&F	Commissioning plans
3.	The Commissioning Strategy will run for 5 years and will become a major project reported quarterly to Council Management Team (CMT) and annually to Policy and Strategy Committee.	Corporate Management Team	Quarterly to CMT Annually to P&S
4.	The City of Edinburgh will establish engagement and consultation groups, with agreed terms of reference, when major commissioning plans and related change processes are being developed.	Directors of H&SC, SFC and C&F	As required
5.	The Council will be transparent in all its dealings with service users and unpaid carers either directly or through service provider organisations. This commitment will be communicated to all relevant staff.	Directors of H&SC, SFC and C&F	Commissioning Plan engagement strategies
6.	When commissioning services, the City of Edinburgh Council will follow the 9 key principles contained in the strategy document. These principles will also be incorporated into service specific commissioning plans.	Directors of H&SC, SFC and C&F	Included in annual review of strategy and plans
7.	Council staff will always ask people how they wish to be addressed. Words which address people as groups (i.e. service user, customer) will only be used when there is no other description.	Directors of H&SC, SFC and C&F	As required
Information			
8.	The Council will communicate the reasons for services being directly delivered or procured externally. This information will be contained in the more specific commissioning plans.	Directors of H&SC, SFC and C&F	Commissioning plans
9.	The Council is currently undertaking work on cost and quality comparisons across directly provided and external services and will make this information available to help people make meaningful choices about which services they want. The Council will ensure that people are engaged and given the right level and detail of information to help them make choices.	Directors of H&SC, SFC and C&F	Commissioning plans

Services to be Personalised and offer Choice			
10.	The Council will develop its approach to personalisation and outcomes in a way that involves active participation of people who currently receive care and support or who may do so in the future.	Director of Health and Social Care	Adult Social Care Plan
11.	The Council will develop training programmes, which meet the needs of workers from a wide range of backgrounds in order to implement the principles of personalisation and self directed support. This training will include how to work with people who find it hard to engage and communicate choices due to communication difficulties or lack of capacity.	Director of Health and Social Care	Adult Social Care Plan
12.	The personalisation and outcomes framework will work towards ensuring that the best outcomes are achieved for people who have multiple and complex needs and who do not fit 'neatly' into a service user grouping.	Director of Health and Social Care	Adult Social Care Plan
13.	Each of the departmental commissioning plans will describe how personalisation and choice will be addressed.	Directors of H&SC, SFC and C&F	Commissioning plans
14.	The Council will review the support provided to people who use self directed support (including direct payments) and make improvements to how this is provided in future. This review will incorporate the role of organisations who support those people.	Director of Health and Social Care	Adult Social Care Plan
15.	The Personalisation and Outcomes Group and its associated Checkpoint Group will bring forward recommendations on whether a Resource Allocation System (RAS) will support improved outcomes for adults who receive social care and support services.	Director of Health and Social Care	Adult Social Care Plan
Self Management and the promotion of independent living, recovery, and living and dying well			
16.	Each of the 3 commissioning plans, will contain an explicit approach to prevention.	Directors of H&SC, SFC and C&F	Commissioning plans
17.	The Council will work towards directly provided and procured services focusing, where appropriate on supporting people to make their own choices, managing their own support and making more use of universally available services.	Directors of H&SC, SFC and C&F	Commissioning plans
18.	The Council recognises the palliative care needs of people and will directly provide and procure services, which meet the needs of people in the last stages of life.	Directors of H&SC and C&F	Adult Social Care Plan
19.	The Council will ensure that anyone in receipt of a care and support service is offered a regular review of their needs and the outcomes they wish. Where there is an unpaid carer, we will offer a separate review of their own needs.	Directors of H&SC, SFC and C&F	Adult Social Care Plan
20.	The Council will ensure that both internal and externally procured services are flexible enough to respond to changing needs, via service specifications, outcome agreements and regular monitoring.	Directors of H&SC, SFC and C&F	Commissioning plans

21.	Where appropriate, the Council will incorporate both the Recovery Model and the Social Model of Disability into our commissioning process.	Directors of H&SC, SFC and C&F	Adult Social Care Plan
Unpaid carers as Equal Partners			
22.	In partnership with unpaid carers, service users, carer organisations and NHS Lothian, the Council will review the current carers' Strategy 'Towards 2012'. We will incorporate actions from the new plan into the commissioning plans for adult social care, children and families and housing and homelessness.	Directors of H&SC, SFC and C&F	Performance Monitoring Report
23.	The Council will continue to offer carers assessments (including young carers) in their own right and we will monitor this activity.	Directors of H&SC, SFC and C&F	Performance Monitoring Report
24.	The Council will continue to develop short breaks and breaks from caring, to meet increasing demand. This will include increased opportunity for direct payments where appropriate.	~Directors of H&SC and C&F	Performance Monitoring Report
25.	The Council will continue to support training opportunities for unpaid carers.	Director of Health and Social Care	Capacity plans
26.	The Council will develop plans for the time when older carers can no longer support family members, partners or friends.	Director of Health and Social Care	Capacity plans
Consultation and Engagement			
27.	The Council will consult in good time, in advance of planned service change and will ensure consultation plans are timely in order to avoid unnecessary delays in service developments. Engagement and consultation will be consistent with each stage in the commissioning cycle.	Directors of H&SC, SFC and C&F	Commissioning plans
28.	The Council will develop an engagement and consultation plan for each relevant aspect of commissioning activity.	Directors of H&SC, SFC and C&F	Commissioning plans
29.	The Council will provide support to meet the needs of people who find it hard to engage due to communication difficulties or lack of capacity.	Directors of H&SC, SFC and C&F	Commissioning plans
30.	Feedback will always be provided and the Council will publish clear timescales throughout.	Directors of H&SC, SFC and C&F	Commissioning plans
Equality and Equity of Access			

31.	The Council will continue to work with Black and Minority Ethnic communities and other protected groups to identify and eliminate service gaps, ensure equitable referral processes and develop inclusive responses to identified barriers in accessing <u>universal services</u> .	Directors of H&SC, Sfc and C&F	Commissioning plans
32.	The Council will undertake an Equalities and Human Rights Impact Assessment where necessary for commissioning work for social care and support, and will be mindful of equalities throughout the commissioning cycle.	Directors of H&SC, Sfc and C&F	Commissioning plans
33.	The Council will continue to publish eligibility criteria for access to social care and support services.	Directors of H&SC, Sfc and C&F	Adult Social Care Plan
34.	The Council will develop a means of monitoring the outcomes of eligibility assessment by equality grouping.	Corporate Management Team	Adult Social Care Plan
35.	When budget reductions or efficiencies are being considered, an equalities impact assessment will identify any impact on particular groups and mitigate the effect.	Directors of H&SC, Sfc and C&F	Commissioning plans
36.	The Council will develop assessment staff in collaboration with statutory, voluntary and private sector partners to collaborate in assessments where there is a specialist need.	Directors of H&SC, Sfc and C&F	Adult Social Care Plan
37.	The Council will listen to the views of specialist organisations and service user groups to assist us in meeting specific need.	Directors of H&SC, Sfc and C&F	Commissioning plans
38.	The council will continue existing work to encourage a more balanced equality profile of staff across the care sector.	Corporate Management Team	Adult Social Care Plan
39.	The Council will develop mechanisms to monitor service access and service outcomes from an equalities perspective.	Corporate Management Team	Commissioning plans
40.	The Council will consider, with its partners how to improve Equalities Impact Assessment work and make the best use of available resources.	Corporate Management Team	
Value for Money and Quality Services			
41.	The Council will review its approach to quality assurance during the life of this strategy.	Directors of H&SC, Sfc and C&F	Commissioning plans

42.	Where services are regulated by Social Care and Social Work Improvement Scotland (SCSWIS), the Council will directly provide or procure new services which reach at least grade 4 in the category of 'Quality of Care and Support' and aim for all its existing purchased or directly provided services to achieve grade 4.	Directors of H&SC, SfC and C&F	Adult Social Care
43.	The Council will develop specifications for directly provided and external services with an outcomes focus.	Directors of H&SC, SfC and C&F	Commissioning plans
44.	The Council will make service specifications available to service users.	Directors of H&SC, SfC and C&F	Commissioning plans
45.	In the planning stage of the commissioning cycle, the Council will indicate whether services are to be internally provided, procured externally or a combination of both. A Best Value approach will be taken in relation to these decisions and this will be communicated openly.	Directors of H&SC, SfC and C&F	Commissioning plans
46.	If the service is to be externally procured, the Council will identify the best procurement route and make explicit to stakeholders the reasons why this route has been selected.	Directors of H&SC, SfC and C&F	Commissioning plans
47.	The Council will develop a procurement plan for all services to be procured externally.	Procurement	
48.	When procuring services, the Council will be transparent regarding how quality and cost will be assessed.	Directors of H&SC, SfC and C&F	Commissioning plans and Procurement
49.	The Council will continue to support providers delivering smaller value programmes (currently up to £50,000 per annum) through its grants programmes.	Director of Corporate Services	
50.	The Council will ensure that any documentation and selection criteria relating to financial viability are proportionate to the contract in question and do not unreasonably exclude small and medium enterprises or third sector providers.	Directors of H&SC, SfC and C&F	Commissioning plans
51.	The Council will produce guidance and assistance to make its procurement processes open, equitable and transparent.	Procurement and Legal	
52.	The Council will ensure that any documentation and selection criteria are proportionate and relevant to the contract in question. Through the Council's supplier development programme, we will highlight opportunities to small and medium enterprises (SME) and provide them with appropriate guidance on the procurement process.	Procurement and Legal	
53.	The Council will follow the guiding principles established in the Scottish Government Guidance on the Procurement of Social Care and Support.	Procurement and Legal	
54.	The Council will adapt the way in which services are commissioned and contracted, in line with policy and legislative shifts, e.g. the forthcoming legislation on self directed support.	Procurement and Legal	

Supporting and Involving Care Service Providers			
55.	The Council will engage providers appropriately at all stages of the commissioning process .	Directors of H&SC, Sfc and C&F	Commissioning plans
56.	The Council will engage with providers through the mechanism of provider group forums in order to inform, engage and support providers on a large scale. This is in addition to the one to one support provided by monitoring and link officers.	Directors of H&SC, Sfc and C&F	Commissioning plans
57.	The Council will attempt to engage prospective providers when specific commissioning plans are being developed.	Directors of H&SC, Sfc and C&F	Commissioning plans
Assessing Benefit and Risk of Reshaping Services			
58.	When commissioning or procurement exercises are being undertaken, an assessment of benefit and risk to service users (and unpaid carers where appropriate) will be carried out.	Directors of H&SC, Sfc C&F, & procurement	Commissioning plans
59.	The current Procurement Quality Risk Assessment Tool will be developed and refined to assist in the assessment of benefit and risk, ensuring that it includes equality based criteria.	Directors of H&SC, Sfc ,C&F, & procurement	Commissioning plans
Promoting Community Benefit			
60.	The Council will commence the identification of relevant community benefits for inclusion in social care and support commissioning.	Directors of H&SC, Sfc ,C&F, procurement and legal	Commissioning plans
Reviewing the Commissioning Strategy			
61.	The Council will review the Strategy annually and report this review to the relevant Council Committee.	Corporate Management Team	Annually