

Domiciliary Care – Support to Develop New Models

November 2017

1.0 Background / Context

- 1.1 The Council has extended existing domiciliary care framework contracts until March 31st 2019 to provide an opportunity for exploring, testing and evaluating alternative delivery methods and models, so that a suitable commercial model and procurement strategy for domiciliary care can be developed and delivered. For the purposes of the project, the range of community based care to be considered encompasses: domiciliary care, mobile night service, reablement service, a 72 hour service, and domiciliary care in extra care housing.
- 1.2 To assist with the activity detailed in 1.1 the Council engaged Stradia to provide expertise and facilitation of stakeholder engagement and co-production. Several workshops were held and a Strategic Brief produced which synthesised the key outcomes and outputs which stakeholders agreed were important.
- 1.3 Additional capacity and impartial expertise will be required to further develop the actions identified in the Strategic Brief. Discussions have taken place with Stradia to explore what support the Council may benefit from. This is summarised in Section 2.0.

2.0 Additional Support / Capacity

2.1 Stradia proposes support in the following areas:

a) Critical Friend

Stradia to fulfil a 'critical friend' role in partnership with the Council's Project Board to lend their experience and perspective as procurement and engagement strategies develop. A Stradia representative would attend Project Board meetings, reviewing papers ahead of the meetings and contributing experience, perspective, commercial input, a 'contractor's perspective and change management.

b) Partnering

Stradia would facilitate a 1 day Partnering workshop with stakeholders. The objective would be to introduce partnering principles and how they could be deployed in the WMBC community care context. Stradia recommend starting with partnering as so much of Open Book Accounting is dependent on partnering principles. It will also be an easier subject to follow up on the success of the earlier workshops rather than delving straight into more technical Open Book Accounting. The aim is to further build relationships and trust before continuing on to perhaps potentially more contentious areas.

c) Open Book Accounting

To deliver Open Book Accounting awareness training for other stakeholders, they would facilitate a 1 day Open Book Accounting awareness workshop. The objective would be to introduce open book accounting principles in the WMBC community care context and identify issues that would need to be addressed in order to attract bidders and to ensure successful implementation.

Technical advice on how to make open book accounting work in the community care context covering issues such as target cost setting, incentivisation etc. Stradia propose a multi stage approach:

- I. input via the 'critical friend' role detailed above.*
- II. use the workshops described above and below to 'socialise' Open Book Accounting with stakeholders to gain insight into their thinking and inform how Open Book Accounting is implemented in the new framework.*
- III. The Council produce a paper outlining proposals which Stradia will review and provide comment.*

d) Risk Management

Stradia to facilitate a 1 day Risk Management workshop. The objective would be to introduce risk management principles in the WMBC community care context and identify issues that would need to be addressed in order to attract bidders and to ensure successful implementation.

c) Summary Workshop

Stradia to facilitate a 2 day workshop which brings together the outputs from the previous 3 workshops and report back on proposals for how these key areas of intent are proposed to be included in the invitation to tender.

3.0 Cost

3.1 Stradia estimate costs of £12,100 excluding VAT, consisting of:

- Y 3 days for Paul Gledhill's attendance at the Project Board in Jan, Feb and March 2017 @ £750/day + £200 expenses (comprising accommodation, subsistence and mileage).
Total = £2,850 exc VAT
- Y 4 days for Paul Gledhill preparing remotely 4 Workshops (1 day per workshop, 2 workshops Jan, 1 in Feb, 1 in Mar) @ £750/day exc VAT (no expenses assumed). Total = £3,000 exc VAT

- Y 4 days for Paul Gledhill delivering 4 Workshops (1 day per workshop, 2 workshops Jan, 1 in Feb, 1 in Mar) @ £750/day + £200 expenses (comprising accomm', subsistence and mileage). Total = £3,800 exc VAT
- Y 2 days for either Nigel Barr or Paul Gledhill to provide technical advice on open book accounting @ £750/day exc VAT (no expenses assumed). Total = £1,500 exc VAT
- Y 1 day for Paul Gledhill attendance at next stakeholder meeting (date TBC) @ £750/day + £200 expenses (comprising accommodation, subsistence and mileage). Total = £ 950 exc VAT

4.0 Co-design and Partnership

- 4.1 Stradia have reduced their costs to take into account the potential future commercial value attached to their facilitation the development of innovative new approaches to place-based, outcome based community based support.

5.0 Recommendation

- 5.1 It is recommended that SLT approve the appointment of Stradia to add the capacity and expertise (described in 2.0) which are required to successfully implement new models of and approaches to domiciliary care.