

Appendix 2



Contract Monitoring Report: Third Sector 1 April 2021 to 31 March 2022

Introduction

This contract monitoring report provides information on the recent resumption of full monitoring of third sector provider partners, which commenced in October 2022 and covered the period 1 April 2021 to 31 March 2022.

The previous contract monitoring exercise for third sector partners was a 'light touch' monitoring covering the period 23 March 2020 to 30 November 2020 which represented a recommencing of contract monitoring following a temporary pause of formal contract monitoring due to COVID-19.

Overview of the process for the third sector contracts monitored

A total of fifty contracts have been monitored. These are all commissioned non registered third sector provider partners and registered day care and respite contracts, with a combined contract value of approximately £5.5m.

An online Self Assessment Questionnaire (SAQ) was developed and set up on Smart Survey. A copy of the SAQ and list of provider partners is provided as Appendix 1. SAQs submitted by provider partners, along with any supporting documentation, were compared against the contract requirements. Provider partners were contacted if further information, evidence or clarification was required.

Once queries identified from an initial review of the returned SAQ were resolved and evidence provided, the review process was completed and a risk assessment and resultant risk score determined. Any concerning risks identified and requiring action would be escalated to the Contracts Manager in the first instance with further escalation to the Commissioning Liaison Manager and onward escalation as where required.

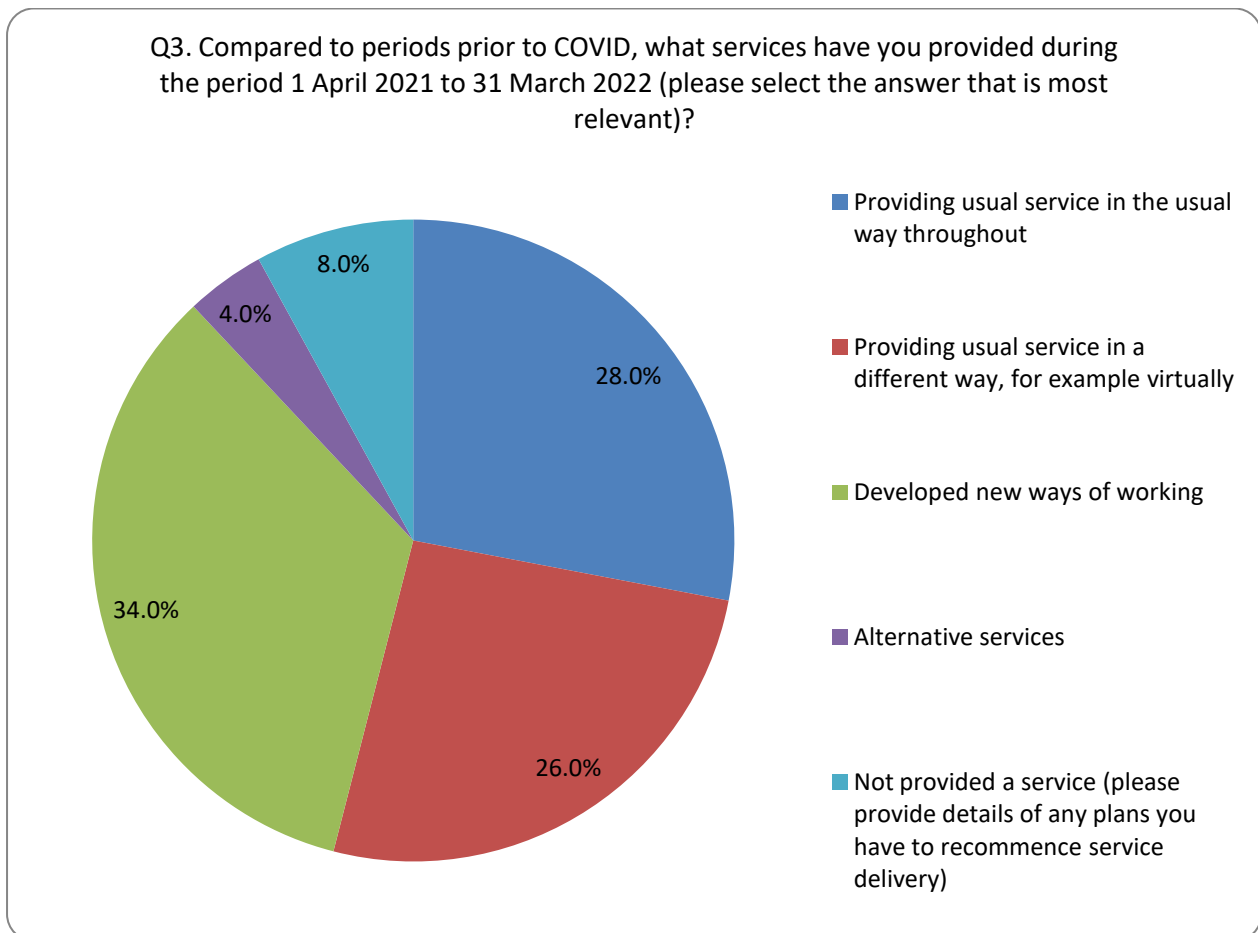
Results from contract monitoring

All 50 SAQs were returned by a total of 39 provider partners as some are contracted to deliver more than one service. Findings from SAQs were collated and this report provides an overview of the key findings.

It should be noted that the SAQs reflect provider partners self assessment and reporting. However, provider partners provided fuller explanations to the monitoring questions where requested to do so by the Commissioning Officer, as well as submitting the required substantiating evidence and further follow-up at the subsequent Monitoring Meeting. The results also specifically relate to the period 1 April 2021 – 31 March 2022, which reflects the situation for that period of time only. Contract monitoring for Third Sector providers for the period 1 April 2022 to 31 March 2023 is scheduled to commence in July 2023.

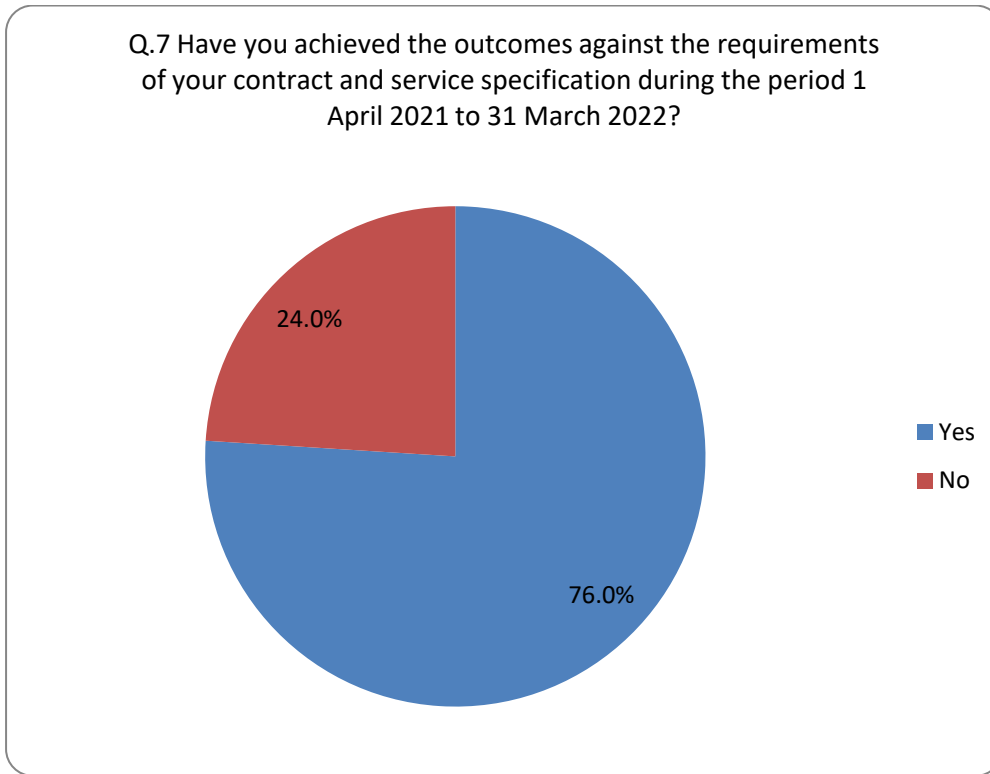
- Compliance

27 of the 50 commissioned services (54%) reported providing their usual service delivery compared to periods prior to COVID-19 and 17 services (34%) reported developing new ways of working during the reporting period. Alternative services reported by 4% included food at home service and shopping/prescription collection. For the 4 commissioned services (8%) who reported not providing a service, this was due to one service being amalgamated into another existing contracted service and the other transferred to another provider; one service has had their funding discontinued; and one reported slow, eventual resumption of services due to service user hesitancy to return to the service:

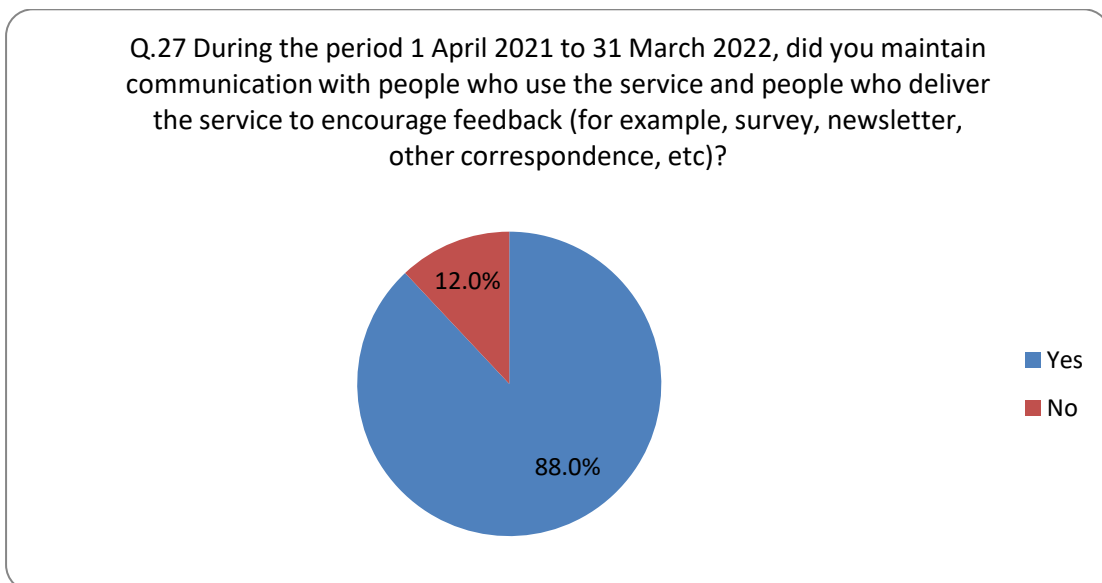


76% of commissioned services reported that outcomes against the requirements of their contract were met during the reporting period. 24% reported that they had not achieved the

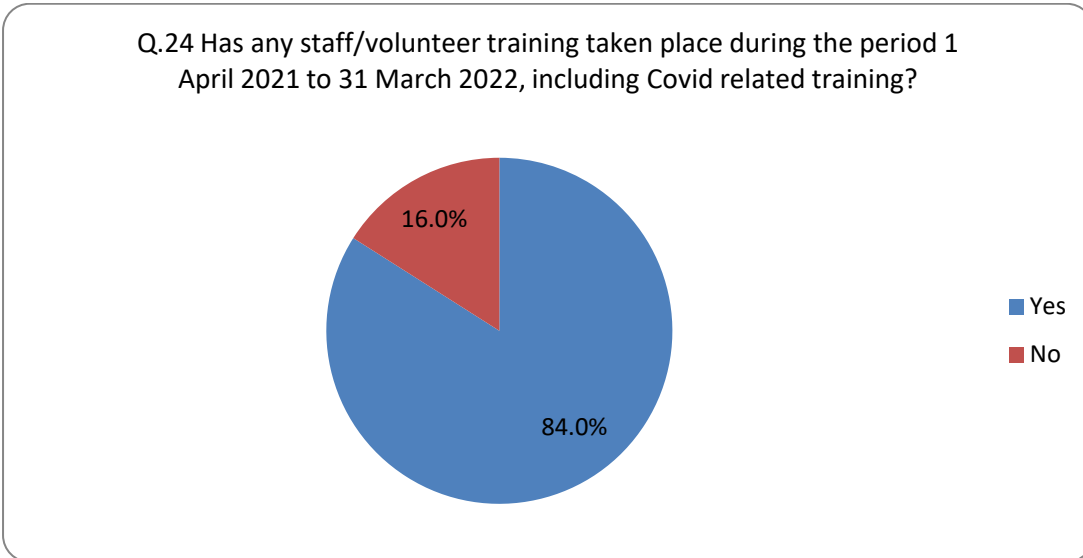
required outcomes, the majority of which were a result of restrictions on face to face activities due to COVID-19:



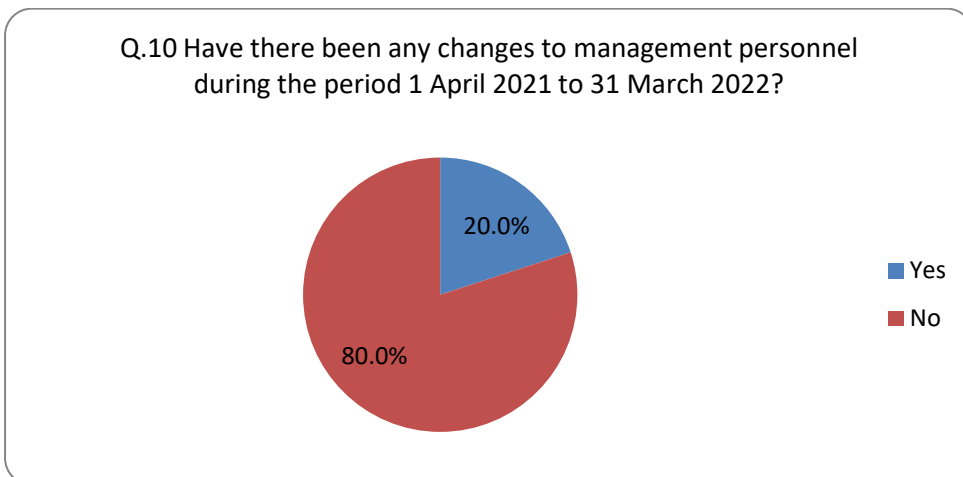
88% of commissioned services maintained communication with people who use their services to encourage feedback. This included the use of surveys, questionnaires, social media and verbal feedback. Of the 12% who reported not seeking feedback formally, from the narrative provided it was evident that most actually did seek views of service users albeit informally or were intending to recommence their annual survey to service users:



84% of commissioned services reported that training of staff and volunteers continued to take place during this reporting period. This was predominantly training via online/e-learning platforms and included COVID-19 related training such as TURAS Infection Prevention and Control modules, first aid, hygiene, adult support and protection and data protection:



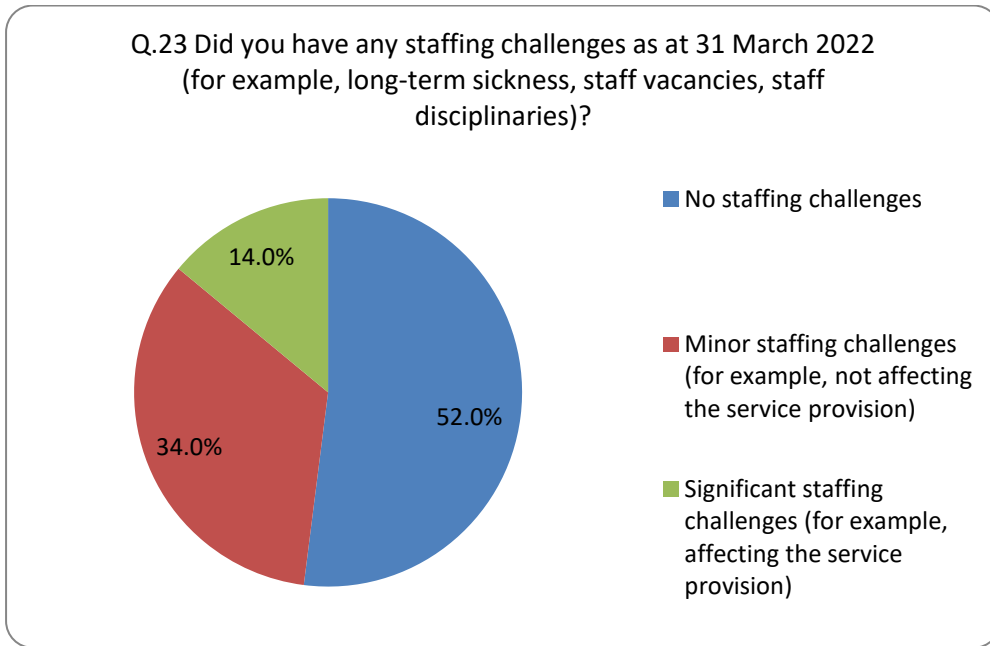
40 of the 50 commissioned services (80%) reported there had been changes to senior or local management personnel during the reporting period. In addition, 25 out of 50 of the services further reported changes in organisational structure.



- Intelligence

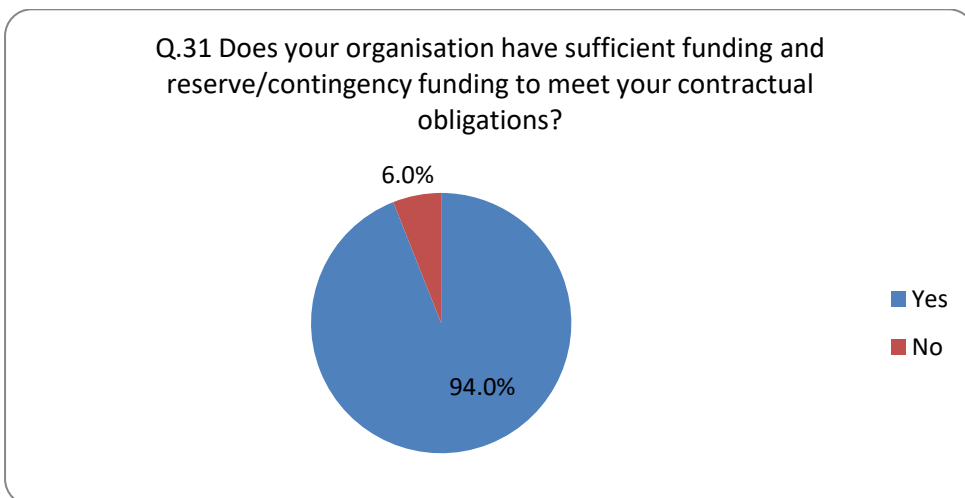
14% of commissioned services reported that they had significant staffing shortages which affected the service, mainly due to long term sickness (including COVID) and problems in

recruitment. 34% reported experiencing minor staffing challenges not affecting service provision whereas 52% reported no staffing challenges.

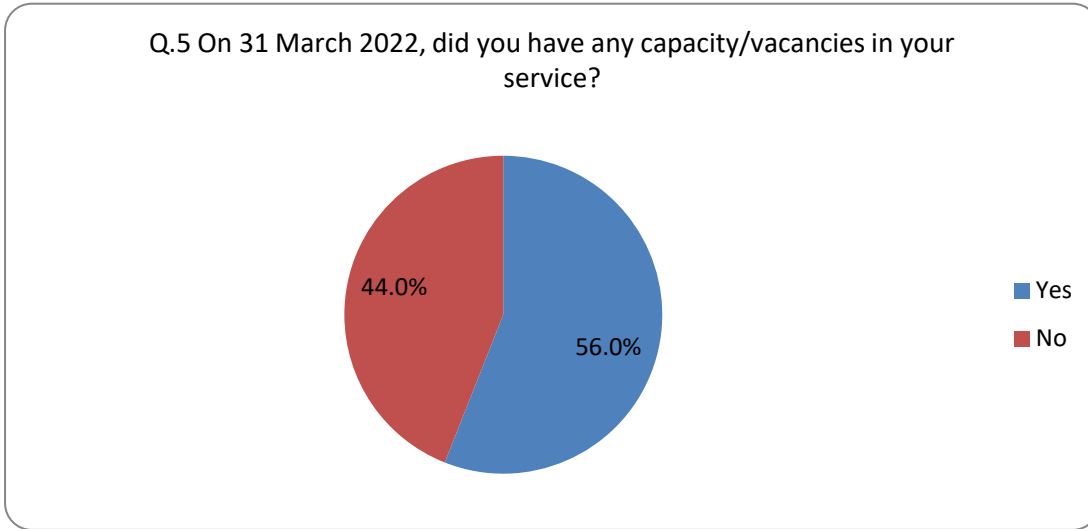


Provider partners were also asked to provide the reasons for staff leaving their service and of the total leavers reported over the period, 19% of staff left for a new job out with the Health and Social Care sector. Other reasons included new job in the statutory sector (16%); new job in the independent care sector (15%); retirement (16%) and ill health (10%) and other/not known (24%).

94% of commissioned services reported having sufficient funding and reserves to meet their contractual obligations. 3 services (6%) expressed concerns regarding sufficient funding and the depletion of reserves to meet running costs, including the rising cost of living, utilities, accommodation and equipment:



56% of commissioned services had capacity/vacancies in their service at 31 March 2022.



- Risk Assessment

On receipt of a SAQ, the Contracts Team complete an initial review based on information from the provider partner and assign risk scores. Where needed, further information is requested and any additional support to aid completion provided by the Contracts Team. The SAQ was then reviewed again designated as ‘Completed’ and final SAQ risk scores assigned.

The results of each Monitoring Meeting were also reviewed and a Monitoring Meeting risk score assigned. The SAQ and Monitoring Meeting risk scores were combined and an overall final risk score determined.

Risk scores were based on provider partner responses to SAQ questions and Monitoring Meeting findings in relation to:

- Changes to management personnel
- Organisational changes
- Service provision
- Achievement of outcomes
- Staffing challenges
- Staff/volunteer training
- Communication/encouraging feedback
- Funding
- policies and procedures
- Public/Employer Liability insurance

The higher the risk score percentage, the lower the risk.
To summarise for the 50 completed CMRs, final risk scores:

Risk score achieved	Number of commissioned services
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100%	3
99% - 75%	39
74% - 61%	5
60% and below	3
	50

Risk scores resulting from this contract monitoring exercise show that based on the information available there are no significant risks associated with the majority of provider partners.

For the five services for whom moderate risks have been identified, three received reduced scoring due to outcomes against the contract not being achieved and not providing a service according to the contract. This was due to historic outdated contracts being in place and service delivery changing following COVID-19. Two other services received moderate risk scores due to management/organisational changes, staffing issues and non-achievement of contract outcomes.

Three services received a risk score of below 60% and were escalated to the Contracts Manager in the first instance and then to the Commissioning Liaison Manager and Commissioning Managers for further action. Although one of these services received a low percentage score, this was due to the fact that the service contract ended during the reporting period and the service provision was transferred to another provider. For the other two services receiving a low percentage score, one reported that they had not provided a service and following further discussions with the provider, their funding has been discontinued. The areas of risk highlighted in relation to the remaining service were in relation to not providing a service according to contract, not achieving contract outcomes, organisational changes, funding issues and staffing challenges. This is currently under review as part of a wider piece of work underway to review the contracts of all day services to ensure up to date, compliant contracts are in place.

Issues Raised and Planned Actions

Assessment of risks identified some common issues raised by provider partners and a summary and planned action(s) is provided in the table below.

Issues raised	Planned Action(s)
Not providing service delivery according to contracts – 46% Not achieving outcomes against the requirements of their contract/service specification – 24%	Many third sector contracts are out of date and in need of review. Over time and as a result of COVID-19, commissioned services have developed new ways of working. The HSCP Strategic Commissioning Plan highlights the need to ensure that services in the region are aligned to the needs of the community. A Contract Review of Day Services is currently underway in conjunction with DGC Procurement and DGC and NHS Finance.

<p>Commissioned services have experienced changes to management – 80%</p> <p>Changes in organisational structure – 50%</p> <p>Significant staffing challenges affecting the service – 14%</p> <p>Staff leaving for new jobs out with the health and social care sector – 19%</p>	<p>Reflects wider national situation due to longstanding recruitment and retention issues in HSC in conjunction with sector pressures as a result of COVID-19.</p> <p>The Partnership is developing a partnership workforce plan, working with provider partners to address these challenges.</p> <p>Provider partners cite COVID-19 related pressures including staffing shortages as the reason. Contracts Team to continue to monitor and follow up provider partners to help ensure this is rectified going forward.</p> <p>Recent recommissioning of third sector supports has been contracted for 3-5 years to help ensure forward planning/ mitigating short-term staff contracts.</p>
<p>Capacity issues and vacancies in the service – 56%</p>	<p>Individual meetings between Commissioning and providers are currently taking place to determine challenges faced by providers.</p> <p>Contract Review of Day Services to ensure services are operating at fuller capacity. Contracts Team to continue to monitor and follow up provider partners to help ensure this is rectified going forward.</p> <p>Care and Support at Home Divisional Manager and team conducting ongoing work with Third Sector providers in relation to supporting wider system pressures/packages of care.</p>