

## Strategic Context

***Increasing Opportunities, Improving Outcomes*** is KCC's new 5 year strategic vision. It links the vision and priorities of the council to a series of strategic and supporting outcomes that will drive commissioning and service delivery across KCC. For adults the key strategic outcome is:

### **Older and vulnerable residents are safe and supported with choices to live independently**

This is underpinned by the following supporting outcomes:

- Those with long-term conditions are supported to manage their conditions through access to good quality care and support;
- People with mental health issues and dementia are assessed and treated earlier and are supported to live well;
- Families and carers of vulnerable and older people have access to the advice, information and support they need;
- Older and vulnerable residents feel socially included;
- More people receive quality care at home avoiding unnecessary admissions to hospital and care homes;
- The health and social care system works together to deliver high quality community services;
- Residents have greater choice and control over the health and social care services they receive.

[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0005/29786/Kent-County-Council-Strategic-Statement.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0005/29786/Kent-County-Council-Strategic-Statement.pdf)

## What is Commissioning?

Commissioning is the process for deciding how the Council will best use the total resources available to improve outcomes delivered in the most equitable, efficient and effective way. Commissioning is the local authority's cyclical activity to assess the needs of its local population for care and support services, determining what element of this needs to be arranged by the Council, then designing, delivering, monitoring and evaluating those services to ensure appropriate outcomes.

With the unprecedented challenges the Council is facing, it is more important than ever that we are open and transparent with the market about the budget we will have available for Adult Social Services going forward. The budget for Adult Social Services in 15/16 was £462.9m compared to 2014/15 £466.7m and 13/14 £487.3m.

We will have to continue to manage this difficult financial situation into 2016/17 and at the same time as the Council faces unprecedented budget pressures, we are experiencing every increasing demand for services, reflecting the changing structure of the population as it ages and as people live longer with more complex needs.

In response to these challenges the Council is undertaking a Transformation Programme to modernise services and find efficiencies in our systems and approaches. ***Facing The Challenge: Whole-Council Transformation*** sets out how we are planning to do this across all our services.

[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0016/5470/Facing-the-challenge.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0016/5470/Facing-the-challenge.pdf)

## Kent County Council Commissioning Framework

Our ***Commissioning Framework*** outlines how we are delivering better outcomes for Kent residents through improved commissioning of services. The commissioning framework can be found at:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/commissioning-framework>

We are supported in our commissioning by a procurement team who provides commercial advice and guidance, which includes running tendering exercises, supporting us in negotiating and awarding contracts and providing a 'Purchase to Pay' service. More information can be found on the Council's website:

<http://www.kent.gov.uk/business/grow-your-business/doing-business-with-kent-county-council/how-we-buy-goods-and-services>

## Becoming a Commissioning led Authority – Delegation of Duties Care Act 2014

**The Care Act** allows us to delegate some, but not all, of our care and support functions to other parties. This ability provides greater flexibility for a more local approach to be developed in delivering care and support, and permits us to work more efficiently and innovatively, providing better quality care and support for people.

We retain ultimate responsibility for how delegated functions are carried out by other parties. Delegation does not absolve the Council of its legal responsibilities. The Act is clear that anything done (or not done) by the third party in carrying out the function, is to be treated as if it has been done (or not done) by the local authority itself. This is a core principle of allowing delegation of care and support functions.

Ahead of the Care Act we took the bold step of delegating our responsibility for carers assessments via our carers assessment and support contract; this has afforded carers a more specialist assessment and high quality assessment and has proved cost effective for the council.

Throughout our transformation we will seek opportunities, where evidence shows this can be done effectively and safely, to delegate more tasks and create different exciting commissioning opportunities where tasks we once had to perform ourselves are delegated as part of our commissioning strategy.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/366104/43380\\_239027\\_77\\_Care\\_Act\\_Book.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/366104/43380_239027_77_Care_Act_Book.pdf)

### Commissioning for Outcomes

Good commissioning is person-centred and focuses on the outcomes that people say matter most to them. It empowers people to have choice and control in their lives and over their care and support. We will be co-producing and commissioning new models of outcome based care; such models will offer financial rewards to providers for the delivery of cost-saving preventative interventions, which provide better outcomes for the people of Kent.

We will increasingly be rewarding providers for achieving the outcomes that matter for people and in doing this will be developing pay mechanisms that provide the appropriate incentivisation. It is important to note that financial reward can be based on results to a greater or lesser extent; for example, under a purely outcome-based contract, providers would not receive remuneration unless outcomes have been achieved. However, other outcome based schemes involve less risk, with providers receiving capital to cover the costs of delivering a service, with the opportunity to earn an additional 'bonus' payment if key outcomes are met.

Our newly commissioned Community Mental Health and Wellbeing Service will see the ratio of core funding to outcome payment change over the life of the contract. As the contract becomes established and we become more confident with the delivery

and data captured, more of the contract value will become associated with the outcomes that matter most to people.

<http://www.local.gov.uk/documents/10180/5756320/Commissioning+for+Better+Outcomes+A+route+map/8f18c36f-805c-4d5e-b1f5-d3755394cfab>

## **Promoting Social Value through Commissioning**

The Public Services, Social Value Act came into force in January 2013. It requires commissioners of public services to think about how they can secure wider social, economic and environmental benefits through their commissioning endeavors.

The Act is a tool to help commissioners get more value for money when commissioning services. It also encourages commissioners to talk to their local provider market or community to design better services, often finding new and innovative solutions to difficult problems.

Adult Social Care commissioners are working with the Skillnet Group through a Cabinet Office funded project to develop a Commissioning for Social Value Framework.

This Market Position Statement will be updated with the outcomes of the project.