

Project aim: To create, implement and evaluate a service delivery model, procurement and contracting solution for independent sector home care provision in Leeds by April 2016.

**STRATEGIC LEVEL**

Gives direction, removes barriers to progress

**ASC Directorate Leadership Team**

DSMT

**ASC Commissioning Board**

**Strategic Home Care Commissioning Group**

**Purpose:** To provide strong and effective strategic leadership for the Home Care Redesign and Commissioning Project.

**Proposed membership:**

Cllr. Adam Ogilvie (Chair)	Cllr Shirley Varley	Cllr Graham Latty	Cllr Ann Blackburn	Other Councillor
Bernadette Murphy (Public Health)			Tim Sanders (Dementia Strategy Lead)	
Diane Boyne (Community Services & Continuing Care)			To be confirmed, (Leeds Community Healthcare)	1 trade union rep (to be confirmed)
4 service users & carer reps (via HealthWatch & Leeds Involving People)			Home care providers with contracts with ASC including Allied Healthcare Group, Springfield Home Care, The Human Support Group, Complete Care Agency, Vive Social Care Ltd, Moorcare (Leeds Jewish Welfare Board)	Voluntary community and faith sector reps
Home care providers without contracts with ASC (to be confirmed)				
Meeting support – Barry Bridle and Annemarie Bradley				

**Home Care Redesign and Commissioning Project Board**

**Purpose:** The Home Care / Personal Assistance Commissioning Board oversees and directs day-to-day home care commissioning and contracting within ASC and acts as project board for the Home Care Redesign and Commissioning Project.

**Membership:**

Chair & Project Sponsor – Mick Ward, ASC Commissioning & HCRC Project Sponsor	Michelle Atkinson, ASC Commissioning & HCRC Project Executive	Mark Phillott, ASC Commissioning
Barry Bridle, administrative support	John Crowther, ASC Finance	Tracey Cooper, ASC Organisational Development
Julie Bootle, ASC Access and Care	Kim Maslyn, ASC Support and Enablement (Provider Services)	Tony Bailey, LCC Corporate Procurement
Andrea Dobson, Leeds S&E CCG	To be confirmed, Leeds Community Healthcare	

**Reporting Officers:**

Georgia Young, Project Leader	Lizzie Whewell, Communications Lead	Kuldeep Bajwa, Engagement and Consultation Lead
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*The following members may present reports and are not required to stay for the whole meeting:*

Jason Lane, Electronic Care Management and Brokerage Project	Tony Callaghan, Recovery, Rehabilitation, Reablement, Project	Susan Richardson, Care Communication Centre
Maggie King, Quality & Performance of Home Care Service Providers	Hilary Paxton, Head of Safeguarding (Adults)	

**DELIVERY** Undertakes tasks and produces recommendations and other deliverables to be agreed at strategic level

**Home Care Redesign and Commissioning Project Team**

**Purpose:** To oversee the delivery of the Home Care Redesign and Commissioning Project and have responsibility for the planning and execution of the project in line with the project plan.

**Membership:**

Chair & Project Executive - Michelle Atkinson, ASC Commissioning	Project Management Lead - Georgia Young, ASC Programme Office	Project Support - Karen Douglas, ASC Commissioning
Tony Callaghan, Work Stream Lead, RRR and Integration rep	Jason Lane, Work Stream Lead & ECBM Project rep	Cheryl Ward, Finance Work Stream Lead
Lizzie Whewell, Work Stream Lead	Kuldeep Bajwa, Work Stream Lead	Gill Dickinson, Work Stream Lead
Brian Ladd/Amandip Gosal, Leeds S&E CCG	Maggie King, ASC Commissioning rep	Stacey Gilman, Corporate Procurement rep

*The following members will attend for specific discussion items and to present reports and are not required to stay for the whole meeting:*

Linda Randall, ASC Business Change rep	Sue Carrington, ASC BST rep	Jason Beavors, LCC IM&T
Annemarie Bradley – Project support	Elie Wood – Project support	

**Engagement, Consultation and Communication Work-stream**

To run throughout the project  
Work-stream Lead Kuldeep Bajwa

**Purpose**

To develop and implement a comprehensive and robust communication and engagement strategy and plan for the project.

**Deliverables to include:**

- Communication, Consultation and Engagement Strategy and Plan
- Communications materials and mechanisms

**Members**

Michelle Atkinson, ASC Commissioning	Lizzie Whewell, ASC Information and Involvement
Karen Douglas, ASC Commissioning	Annemarie Bradley, ASC Programme Office

**Work Stream Stakeholders** – specialist advice and input will be sought from various stakeholders including Leeds Involving People, LCC press officer, service users and carers, home care provider reps, ASC Complaints and Compliments, ASC Business Change, LCC Information Management.

**Project Management Work-stream**

To run throughout the project  
Work-stream Lead Georgia Young

**Purpose**

To use project management tools to ensure that the project delivers its aim and objectives according to the agreed success criteria within agreed tolerances.

**Deliverables to include:**

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| <ul style="list-style-type: none"> <li>• Project Impact Assessment Scorecard</li> <li>• Project plan</li> <li>• Benefits matrix and success criteria</li> <li>• Work-stream briefs</li> <li>• Exception reports</li> <li>• End of project report incl. lessons learnt</li> </ul> | <ul style="list-style-type: none"> <li>• Outline Business Case</li> <li>• Project risk register</li> <li>• Project issue register</li> <li>• Highlight Reports for Project Board</li> <li>• Change requests</li> <li>• Interdependency diagram</li> </ul> |
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**Members**

Michelle Atkinson, ASC Commissioning  
Annemarie Bradley, ASC Programme Office (project planning)  
Elie Wood, ASC Programme Office (risk management)

**Commissioning Strategy Work-stream**

To run during phase 1 of the project  
Work-stream Lead Tony Callaghan

**Purpose**

To determine commissioning requirements for home care, and the service delivery model and procurement and contracting solution that will satisfy these requirements.

**Deliverables to include:**

- Information requirements summary
- Supply and demand analysis incl. review of existing ISAs, gap analysis and policy analysis
- Impact workshops to identify risks and benefits of options
- Options appraisal on the service delivery model and procurement and contracting solution
- Report on outcome of options appraisal containing recommendations
- Home Care Commissioning Strategy 2015 – 2020
- Equality Diversity Cohesion Impact Assessment

**Proposed Membership**

Michelle Atkinson, ASC Commissioning	Maggie King, ASC Comm
Jason Lane, ASC Commissioning	Jason Beavors, LCC IM&T
Cheryl Ward, ASC Finance	
Alison Griffiths, ASC Access and Care	
Gill Dickinson, ASC Organisational Development	
Irene Dee, ASC Quality, Performance & Review	
Stacey Gilman, Corporate Procurement rep	

**Outcome-based Commissioning Work-stream**

To run during phase 1 of the project  
Work-stream Lead Tony Callaghan

**Purpose**

To determine how outcomes-based commissioning could be developed and implemented in Leeds and ensure it is consistent with the work ADASS has commissioned on outcomes-based commissioning.

**Deliverables to include:**

- Home Care Commissioning Outcomes Strategy & Plan
- Revised support plan template
- Revised ISA template
- Amendments to ESCR/CIS

**Proposed Membership**

Jason Lane, ASC Commissioning and ECBM  
Maggie King, ASC Commissioning  
Julie Bootle, ASC Access and Care  
Linda Randall, ASC Business Change  
Melanie Balmforth, SCSR  
Gill Dickinson, ASC OD  
Cheryl Ward, ASC Finance  
Susan Richardson, ASC Commissioning  
Irene Dee, ASC Quality, Performance & Review  
Independent sector home care provider rep(s)

**Procurement Work-stream**

Phase 2 and 3  
Work-stream Lead Jason Lane

**Purpose**

To implement the Home Care Commissioning Strategy, including determining how the chosen service delivery model, procurement and contracting solutions will be procured, implementing and evaluating them.

**Deliverables**

- Procurement and Contracting Strategy
- Home Care Procurement and Contracting Solution
- Contract documentation
- Revised monitoring arrangements
- Evaluation Plan
- Evaluation Report

**Proposed Membership**

Maggie King, ASC Contracts rep	Jason Beavors, LCC IM&T
Callaghan, ASC Commissioning	Cheryl Ward, ASC Finance rep
Hilary Sedgwick, LCC Corp Procurement	
Irene Dee, ASC Performance, Quality and Review	
Sue Carrington, ASC BST	
Melanie Balmforth, ASC Business Change and SCSR prog	
Susan Richardson, ASC Commissioning	
Legal Services rep (as required)	

**Work-force Development Work-stream**

To run through phases 2 and 3 of the project  
Work-stream Lead Gill Dickinson

**Purpose**

To develop and implement a comprehensive workforce development strategy and plan for commissioning, contract monitoring and home care service staff identified as needing development as a result of the changes being brought about through this project.

**Deliverables**

- Workforce Development Strategy and Plan
- Training materials and mechanisms

**Proposed Membership**

Tony Callaghan, ASC Commissioning	Maggie King, ASC Commissioning
Alison Griffiths, ASC Providers services	Linda Randall, ASC Business Change rep
Jason Lane, ASC Commissioning & ECBM	Julie Bootle, ASC Assessment and Care Management rep
Independent sector home care provider reps	

**Home Care Finance Work Package 1**

To run throughout Phase 1  
Work Package Lead Cheryl Ward

**Purpose**

To determine the baseline financial position against which all service model, procurement and contracting options identified through the project will be appraised, participate in the appraisal of the options, and formulation of the recommendations report and business case.

**Deliverables**

- Baseline information on current expenditure, hourly rates, pricing structure
- Fee modelling report
- Financial modelling report
- Full business case

**Related work streams**

Commissioning Strategy Work Stream      Outcomes-based Commissioning Work Stream  
Engagement, Consultation and Communications Work Stream