



Northern Health  
and Social Care Trust

# **Commissioning Services from Community and Voluntary Sector**

**Consultation Document**

**28 August 2015 – 20 November 2015**

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## **Alternative formats**

This document can be made available, upon request, in other formats including Braille, large print, computer disk, audio tape or in another language for anyone not fluent in English. For alternative formats please contact:

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## Foreword from Trust Chief Executive



One of the Trust's greatest strengths is our partnerships with the community and voluntary sector. It's clear how important the sector is to our communities and this has been recognised through significant funding and support from the Trust.

It is important that the Trust adopts robust processes for the commissioning and procurement of services from the community and voluntary sector, not least because of the significant challenges facing health and social care and the need to demonstrate value for money. At this time of financial uncertainty, with so much talk about cuts in the public sector, it is more important than ever that funding to the community and voluntary sector is maintained in a fair and transparent manner.

This review is not about “who gets what funding” – it is about establishing a set of principles and criteria that will determine where our resources should be targeted, both now and in the future, which will support the development of a commissioning strategy for this sector.

We have developed criteria that we propose to take into account when reviewing the services we commission from the community and voluntary sector and when commissioning new services. We believe that these criteria will guide our approach and help us to make better decisions both now and in the future so that the people in the Trust area, particularly the vulnerable, can access the support they need from the community and voluntary sector when they most need it.

This consultation document details the steps we will take in our review and the proposed criteria we would use. We would like to know how relevant and useful you feel they will be. We also welcome other suggestions you may have about our future approach to commissioning services from the community and voluntary sector. We encourage all community and voluntary sector organisations to respond to this consultation. We are committed to carefully considering all the feedback we receive before any final decisions are made.

A handwritten signature in black ink that reads "Tony Stevens".

Dr Anthony Stevens  
Chief Executive

## Section 1 - About the Trust

The Northern Health and Social Care Trust became operational on 1 April 2007. The Trust covers four local council areas and provides services for a population of over 465,000. Our services are provided from a number of local, community and acute hospitals and a large number of community based settings with much of the service also provided in people's own homes.

### Our Vision

“To deliver excellent integrated services in partnership with our community.”

We develop and deliver services adopting ‘**Core**’ values:

- We will treat the people who use our services and our colleagues with compassion;
- We will display openness and honesty with our patients, clients and colleagues, acting with integrity, providing professional, high quality services and support;
- We will respect the dignity, diversity and individuality of all our patients, clients and colleagues promoting equality and addressing inequality;
- We will strive for excellence, as a community of leaders, through consistent delivery of services and applied learning.

## Section 2 - Introduction

We recognise the diversity of the community and voluntary sector funded to provide services in our area. It encompasses a mix of organisations, including small groups supported by volunteers and larger organisations based in the Trust area or in some cases regionally. Some of these services were developed to respond to regional or local priorities and many complement the services provided directly by the Trust.

The current approaches to funding the community and voluntary sector are fragmented and require more strategic co-ordination. With fewer resources available it is vital that we are clear about our criteria for funding to ensure resources are targeted where they can have the most

impact towards those in need. We will never have sufficient resources to fund all of the work that voluntary groups would wish to do in the community and therefore choices must be made to fund priorities.

As a public sector body, when funding the community and voluntary sector the Trust must ensure it can demonstrate that it is receiving value for money when spending public money. The recognised approach for achieving this is by market testing the service in the form of a competitive tendering process. The publication of the Public Contracts Regulations (2015) now makes it a legislative requirement for the Trust to comply with competitive tendering processes for all our commissioned services and this review will contribute towards the Trust's compliance of this legal requirement. Funding arrangements must ensure the procurement of good quality services that align with the Trust's strategic direction and priorities.

This document explains how we propose to review the community and voluntary sector services funded by the Trust using proposed criteria.

The objectives of the review are:

1. To ensure funding to the community and voluntary sector is maintained in a fair, transparent and equitable manner.
2. To establish a set of principles and criteria that will determine where our resources should be targeted, both now and in the future.
3. To ensure effective engagement with the community and voluntary sector.
4. To support the development of a Trust Commissioning Strategy for this sector.

This consultation is part of a three step process.

**Step 1** will involve consulting on the criteria we propose to use when reviewing each of the community and voluntary sector services funded by the Trust.

**Step 2** will involve assessing each of the services provided by the community and voluntary sector using the final criteria decided in Step 1.

**Step 3** will involve local consultation with each community and voluntary sector providers about the outcome of the assessment carried out in Step 2.

Following the recent publication of the Public Contracts Regulations (2015) work must begin to make sure all services funded by the Trust have been subject to an open and competitive procurement process and are based on the principle of the most economically advantageous available (MEAT).

### **Section 3 - Criteria for assessing existing and potential new services commissioned from the community and voluntary sector**

We propose to use the following criteria to assess the services we currently commission from the community and voluntary sector. We also propose to use these criteria to assess all commissioning arrangements. We feel the criteria will help us to make better decisions about our current and future funding priorities and will help us to carry out a pragmatic analysis of circumstances on a service by service basis.

We describe each of the four criteria and how they will be scored below. This will help us to work out an overall score when we are reviewing each of our community and voluntary sector services.

The following scoring matrix will be used to score criterion 3 and 4.

#### **Option Appraisal Scoring Matrix**

<b>Score</b>	<b>Explanation/Description</b>
<b>0</b>	Unacceptable
<b>1-3</b>	Fair
<b>4-6</b>	Good
<b>7-9</b>	Very Good
<b>10</b>	Excellent

## Criteria

### 1. Strategic Alignment

This criterion will involve assessing whether or not the service fulfils a statutory requirement for the Trust, meets a Priorities for Action (PFA) <sup>1</sup>Target and/or is aligned with the Trust's objectives. To do this we will look at the service specification and information on objectives of the service.

The Northern Health and Social Care Trust was established under Article 10 of the Health and Personal Social Services (Northern Ireland) Order 1991 and is responsible for certain statutory functions delegated under the Health and Personal Social Services (Northern Ireland) Order 1994. The Trust also has a statutory obligation to put and keep in place arrangements for monitoring and improving the quality of health and social care which it provides to individuals and the environment in which it provides them. Section 21 of the Health and Social Care (Reform) Act (NI) 2009 places a specific duty on the Trust to exercise its functions with the aim of improving the health and social well-being of, and reducing the health inequalities between, those for whom it provides, or may provide, health and social care.

The Department of Health, Social Services and Public Safety (DHSSPS) Priorities for Action are focused on better outcomes and include a series of targets for the Trust each year. PFA Targets are used as a means to monitor the Trust's performance.

'Transforming Your Care' (TYC) set a clear direction on how we should plan and deliver health and social care services. It described how more services should be provided in the community, closer to people's homes where possible.

We need to develop better ways to support people at home through working together to identify those people who are most at risk and get them the information and support that will allow them to manage their condition and situation. We believe the best way to provide our services is to work closely with local GP practices through a care partnership approach. Strong local partnerships with Councils, other public sector organisations as well as the community and voluntary sector would

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<sup>1</sup> Priorities for Action are key target areas set by the Department of Health Social Services and Public Safety to ensure improvements to service across key priority areas

support better local joined up services within the new local Council areas. The services we commission from the community and voluntary sector, both now and in the future, must support the strategic direction described in TYC.

This criterion will be scored 'Yes' or 'No' and reflects the importance we place on ensuring that the services we commission from the community and voluntary sector are aligned with the priorities of health and social care as a whole and the strategic direction of the Trust.

## **2. Alternative Service**

This criterion will involve assessing whether or not an alternative service would have to be provided and if the Trust could provide the service more cost effectively. To do this we will look at the service delivery arrangements to determine if there is evidence that providing the service in-house would be more cost effective.

This criterion will be scored 'Yes' or 'No' as we feel it is important to ensure that we gain maximum value from limited resources.

## **3. Quality of Service Model**

This criterion will involve assessing the quality of the service model delivered. We will do this by examining the appropriateness of the service model and if the existing service is well utilised.

This criterion will be scored using the Option Appraisal Scoring Matrix.

## **4. Equity**

This criterion will involve assessing if the service is provided across the whole Trust area. If the service is provided in one particular area of the Trust we will assess the evidence that justifies the inequity of delivery. This criterion will also assess how a similar type of service is provided across Northern Ireland.

This criterion will be scored using the Option Appraisal Scoring Matrix. This reflects our desire to ensure that services are provided equitably unless there is good reason not to do so.



## Section 4 - Our decision-making process and how will we use the proposed criteria

It is important to explain how we will use our proposed criteria in case anyone feels that decisions have already been made.

We will make a thorough assessment of each of our services currently provided by the community and voluntary sector. We will assess each service on its own merits and the scoring system will enable us to rank the services. The outcome of this may result in a change to our funding for community and voluntary sector services. The results will help decide what needs to happen next, where efforts need to be targeted, and when the local consultation with providers about proposed changes needs to begin.

The Trust's Executive Team will examine the outcome of the assessments and review the way the criterion has been applied to ensure consistency.

## Section 5 - Promoting equality and good relations

We are committed to promoting equality of opportunity, good relations and human rights in all aspects of our work.

In keeping with the commitments in our Equality Scheme we have carried out a preliminary equality screening of the proposed criteria the outcome of which was the decision to subject the review process to '**on-going screening**' given its strategic nature and the need for further information and data throughout the review process. This is in line with the Equality Commission for NI Guidelines which state that...*"for more detailed strategies or policies that are to be put in place, through a series of stages, a public authority should then consider screening at various times during implementation"*.

The Trust is committed to subjecting the outcome of this review process to further robust equality screening. The Trust fully accepts its obligations to take appropriate steps to mitigate any adverse impacts and to consider alternative policies in furthering its Section 75<sup>2</sup> equality duties.

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<sup>2</sup> Section 75 and Schedule 9 to the Northern Ireland Act 1998 came into force on the 01 January 2000 and placed a statutory obligation on public authorities in carrying out their various functions relating to Northern Ireland, to have due regard to the need to promote equality of opportunity and to have regard to the desirability of promoting good relations

The Trust is committed to the promotion of human rights in all aspects of its work and will make sure that respect for human rights is at the core of its day to day work and is reflected in its decision making process throughout this review.

During the lifetime of this review we will undertake formal consultation on our proposed review process and criteria. The outcome of formal Consultations will be published and in particular will refer to how the feedback has influenced the proposals. The publication of the outcome will be supported by meetings and discussions with affected community and voluntary organisations as required. Effective communication, consultation and engagement processes will underpin and enable the delivery of our review.

## **Section 6 - Tell us what you think**

We are committed to improving the way we provide our services in a difficult financial climate.

We wish to consult as widely as possible on the proposed criteria within this document over a 12 week period commencing 28 August until 20 November 2015.

This document is available, on request, in accessible formats, including Braille, CD, audio cassette and minority languages.

To facilitate your feedback, a consultation proforma is available on the Trust Website at <http://www.northerntrust.hscni.net>. However we welcome your feedback in any format. Comments on all aspects of our proposals are welcome by 20 November 2015.

If you have any queries or comments regarding this consultation document and its availability in alternative formats (including Braille, disk and audio cassette, and in minority languages to meet the needs of those who are not fluent in English) then please contact

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In compliance with the legislation, when making any final decision the Trust will take into account the feedback received from this consultation process. A consultation feedback report will be published on the Trust web site.

**Thank you for taking the time to read this document.**



Northern Health  
and Social Care Trust

## Commissioning Services from Community and Voluntary Sector

### Consultation Form

The aim of this consultation is to obtain views from stakeholders and the Trust would be most grateful if you would respond by completing this form. Please answer each question by writing your comments in the space provided. The closing date for this consultation is 20 November 2015 and we need to receive your completed form on or before that date. You can respond to the consultation document by e-mail, letter or fax as follows:

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**Do you agree that the Trust must adopt robust processes for the commissioning and procurement of services?**

Yes

No

Please give reasons for your response below

**Do you agree with the Trust's proposal to review current services commissioned from the community and voluntary sector using the criteria?**

Yes

No

Please give reasons for your response below

**Do you agree with the Trusts proposed criteria 1 Strategic Alignment?**

Yes

No

Please give reasons for your response below

**Do you agree with the Trusts proposed criteria 2 Alternative Service?**

Yes

No

Please give reasons for your response below



**Do you agree with the Trusts proposed criteria 3 Quality of Service Model?**

Yes

No

Please give reasons for your response below

**Do you agree with the Trusts proposed criteria 4 Equity?**

Yes

No

Please give reasons for your response below

**The Trust has screened this proposal to identify any impact on the 9 Section 75 equality categories. A copy of the screening is available on the Trust website ([www.northerntrust.hscni.net](http://www.northerntrust.hscni.net)) alongside the consultation document. Please detail below other potential impacts you feel have not been considered in this assessment.**

**Please add any further or general comments you wish to make on the proposals outlined within this consultation document.**

