

Discovery Update

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1. Summary

1.1. **'Discovery'** is the social enterprise vehicle, created to provide a range of individual services and personnel that made up the Somerset County Council directly provided learning disability services (LDPS). A decision was taken by cabinet in July 2016 following a comprehensive procurement exercise to award the contract enabling the establishment of a social enterprise vehicle (SEV) to receive the services into, with the support and direction of Dimensions, a national not-for-profit provider of learning disability services with experience and a track record of similar undertakings.

1.2. **Discovery** formally started delivering the transferred services on the 4th of April 2017 and has now been operating for 6 months; this report is to provide an update to scrutiny on progress to date.

'Discovery' is by annual value one of the largest contracts that Somerset County Council has, accounting for nearly half of the total spend on people with a learning disability, and a significant proportion of the total adult social care budget.

2. Issues for consideration / Recommendations

2.1. Scrutiny is asked to:

- Note the update regarding the **'Discovery'** service, including the progress and challenges experienced during the first 6 months of operation.
- Note the provider perspective provided in Section 6. *Discovery has also asked to provide a presentation style update themselves to Scrutiny.*
- Note that overall, Somerset County Council is satisfied with the performance of **'Discovery'** in this initial 6 months of delivery. There were some initial transition issues being reported and monitored as the contract went live, but these have been resolved and an accurate picture of the trajectory of travel is well within the expected envelope of delivery. Any issues that have arisen have been addressed appropriately and in a timely manner.
- A number of specific questions have been received in advance of scrutiny and these with response are attached as Appendix A.

3. Background

- 3.1. Somerset County Council approved the externalisation of the LDPS services in February 2014 (See Appendix B) and commenced a comprehensive procurement exercise which culminated in the awarding of the contract to Dimensions UK in July 2016 to establish the Social Enterprise Vehicle **'Discovery'**. The business case (Appendix C) sets out clearly the reasons and rationale for the changes that were necessary. This was in summary to ensure there would be sustainable, high quality services for people with a learning disability for the future. In reaching this decision a number of options were considered about the model, including retaining services in-house, going to the open market or using different methods to establish a stand alone organisation.
- 3.2. The learning disability provider service delivered just under half (by value) of the learning disability provision funded by the County Council. It supported approximately 900 customers, as a discrete business area had an operational turnover of £29.3M (2015/16 figures) and employed just over 1200 staff with the equivalent of 975 full time posts. There was a significant secondary associated costs not included within these figures, for example HR, payroll, IT, maintenance, communications etc.

The delivered service was made up of residential care, supported accommodation, crisis response, residential short breaks, Future4 day service, domiciliary care and Aspire employment services.

The intentions and outcomes desired were:

- services that are sustainable
- services that actively engage and involve customers and carers at every level
- services that embed a person centred approach and ethos in everything they do
- services that people choose when using a personal budget
- services that can respond flexibly to meet current and future demand
- services that have the skills and capacity to support people in crisis

4. Consultations undertaken

- 4.1. Not applicable for this period of reporting.

5. Contract Progress

- 5.1 Somerset County Council and Somerset Clinical Commissioning Group (SCCG) have established a robust governance arrangement as part of the contract with **'Discovery'** and Dimensions for the oversight of the Social Enterprise Vehicle (SEV).
- 5.2 The monthly monitoring arrangements consist of;
- Performance Management Board that directly monitors **'Discovery's'** trajectory against the Key Performance Indicators, as well as a range of other service specific performance and quality measurements.

- Contract Management Board, which has the responsibility for the oversight of the technical aspects of the contract, including monitoring the performance against a balanced scorecard of delivery.
- Transformation Board, which monitors the pace and scale of change and modernisation that was required to deliver a sustainable service that is fit for purpose and meets the expectations of the people who are supported by **'Discovery'**.

5.3 In addition, **'Discovery'** is subject to the same high quality monitoring process that all other suppliers to Somerset County Council have.

5.4 A further level of oversight is provided by an Escalation Board, which is made up of the most senior officers from both organisations. The role of this board is to consider any areas of service concern or dispute and only meets if required, to date, this board has not needed to meet.

There are a number of monthly reports prepared by **'Discovery'** that inform these meetings. These include:

- Performance Monitoring Report – a comprehensive report summarising Discovery's performance against the KPI's and Performance Indicators, provides information on the status of each service, highlights risks and issues within the services and provides general management information.
- Balanced Scorecard Report – is a summary report of Discovery's Performance and provides high level management information and details Discovery's concerns and achievements. This also forms part of SLT scorecard as a Tier 1 Supplier.
- Transformation highlight reports – summarises the status and progress of Discovery's transformation and modernisation programme.

5.5 A Strategic Partnership Board will meet six monthly whose purpose is to ensure that the Contract is operated throughout the Term in a manner which optimises the value for money and operational benefit derived by SCC and the commercial benefit derived by the Supplier and receive high level reviews of the overall performance of the Supplier and the delivery of services, projects and developments.

5.6 **'Discovery'**'s main priority during this initial 6 month period has been to focus on the transition of services from SCC to the newly formed social enterprise. **'Discovery'** has undertaken a number of internal audit reports to identify improvements to service delivery and practice. **'Discovery'** has brought in additional support and resource as required to ensure they meet their contract obligations and to provide quality reports and information. The transformation programme, as expected on a scale such as this, is proving challenging but is currently on track against the agreed milestones, as is the work to complete an internal audit of all services by the end of the year and to have this validated by the National Development Team for Inclusion (NDTI).

5.7 In addition to this report and as part of the update to scrutiny **'Discovery'** will make a presentation that will cover the areas of development to date, a baseline assessment of the services delivered at the point of transfer and the areas that need most focus and improvement.

5.8 Quality:

The focus of the presentation will be on the quality improvement, as this is the area that **'Discovery'** and SCC commissioners feel is most important to make the most progress on. For example, **'Discovery'** has reported a significant number of "never" events to SCC since starting the contract. These are events, as you would expect from the description are those that should never happen. The frequency and seriousness was of the magnitude to have to prioritise the use of their internal resources to ensure that people were safely looked after and not at risk. The risks seem to be long established and were perceived by the service as usual practice when it was an in-house service. The identification of these issues and the changes and support provided illustrates some of the need for change that **'Discovery'** has undertaken.

5.9 These issues are being addressed, alongside the transformation of the service to a more sustainable footing in line with the timescales that have been agreed with **'Discovery'**.

5.10 Staffing:

5.11 From the information provided by **'Discovery'** as part of their general reporting, the staffing position has been as expected during this phase of the contract and is in line with other major transformation programmes of in house learning disability services. There have been a number of staff that have left the services post transfer, but **'Discovery'** have had a positive recruitment campaign with a good number of new starters and in September, reached their highest number of new starters in a month at 19.

5.12 Where there have been gaps or vacancies, **'Discovery'** have continued where possible with the same agency staffing as was used before transfer, to sustain continuity and safe service delivery. Where there has been some under-delivery of hours, where it has been safe to do so, the form of the contract and terms and conditions mean that SCC are only billed for the hours delivered, meaning there is no financial risk to the authority.

5.13 In general the staff sickness, morale and absenteeism incidence of the transferred staff group since transfers has been managed well and as would be expected by SCC and is either now heading towards national average figures or starting to get below this, something that was not the case whilst provided in house.

5.14 Financial

5.15 During the first 6 months of contract operation, there are no areas of concern. Expenditure by the council on the contract has been within line with expectations and in line with rates agreed in the contract. The terms and conditions relating to the delivery of individual hours to clients receiving a service in the contract mean that any hours that are reported as not delivered

are reimbursed back to the council.

5.16 Relationships between the Council and Discovery

5.17 A good working relationship has been developed between the Council and **'Discovery'** at both Strategic and operational level. This enables a more collaborative approach and by developing good working relationship ensures and generates more value from the relationship in terms of innovation and efficiency which ultimately benefits all parties and the customers of the service.

5.18 Key Performance Information

5.19 A summary of the Key Performance Indicators (KPI) associated with the delivery of the **'Discovery'** contract are produced in the table 1. The narrative provided below is to provide context for this data.

5.20 Crisis Support

5.21 This service has been deemed as the poorest overall performing service of all those within **'Discovery'** and was the subject of concerns both before and since the start of the transfer. These concerns ranged from the quality of the care provided to people within the crisis service, the often very long time that they spent within the service and the lack of positive move on options and support from it. Officers from safeguarding, quality monitoring, operational social work and commissioning have been supporting **'Discovery'** in remedial work needed to make sure that the people within the service are safe and well looked after.

5.22 **'Discovery'** and Commissioners believe the service will require a complete redesign to ensure it provides safe and best practice services going forward. To this end the service will not be accepting any more referrals and the people using the short term interventional crisis respite centre being found alternative service provision. A rebasing of the training and support will be done to rebase the provision, whilst looking at the wider crisis support for people, including health input. Whilst this work takes place Commissioners have agreed a suspension of KPI reporting on this specific element of the contract.

5.23 Supported Living

5.24 There have been three instances where the KPI has been outside of expected in this service and **'Discovery'** is currently investigating the cause of these variances. Issues being investigated include:

- Whether **'Discovery's'** new rota system is being consistently and appropriately utilised across the services – particularly for agency and relief workers.
- Whether the Transformation Plan activities are impacting on service delivery.

5.25 **'Discovery'** has put a plan in place to improve performance against this KPI over the coming months to ensure that if there is an impact on people with Learning Disabilities it is minimal and that they provide a safe service. **'Discovery'** will be reporting back on their findings over the coming months.

5.26 Employment Services

5.27 Alongside the Crisis Support Service, **'Discovery'** has expressed concerns about this service over the first six months of the Contract. **'Discovery'** has found significant issues with the management of the service, data, reporting and monitoring many of which pre dates the transfer of the service.

5.28 In order to mitigate these issues **'Discovery'** has, or is in the process of:

- Restructuring the service and replacing key members of staff.
- Reviewing all live cases within the service to ensure they provide the best outcomes for people with learning disabilities.

5.29 A complete report on the status and activity within the Employment Service is being compiled by **'Discovery'** and will be shared with SCC at the end of the October reporting cycle. Whilst this investigation is on-going, Commissioners have agreed to a suspension of KPI reporting.

5.30 Statutory Legislation & Business Growth

The CQC has not conducted any statutory inspections through the period. Therefore no reported data is available against this KPI; once the CQC starts inspecting services **'Discovery'** will be able to report against this KPI.

'Discovery' has opted to have a voluntary suspension of new business whilst some of the problems and issues highlighted above are being addressed. This does not reflect on SCC's view of **'Discovery's'** general performance in this contract.

KPI no.	KPI/ Month	% KPI's passed Apr – Sept 17
Crisis Support		
1	% of new crisis support referrals accepted to residential element	N/A
2	% of new crisis support referrals accepted for the outreach element or crisis support referrals converted from residential element to outreach element	N/A
3	% of customers supported in residential element for more than 13 weeks	N/A
4	% of initial reviews carried out within 24 hours of referral acceptance	N/A
5	% of 7 day reviews carried out on time	N/A
Residential Short Breaks Service		
6	% of stays cancelled by the Supplier in the period	100%

Supported Living			
7	Utilisation of core (shared) element of service	100%	
8	% of individual hours not delivered to target	50% *	
	*Please note: Discovery has met the target service level for this KPI in three out of the 6 reporting periods (3/6 =50%). The target service level is above 90% and Discovery's average result against this target is 91%.		
Employment Services			
9	% of new referrals accepted for:	Employment Support	100%
		Employment Crisis Support	N/A
10	Number of customers achieving maintained employment and/or self-employment	N/A	
Future 4			
11	% of day time support delivered	100%	
	Statutory legislation & business growth		
12	Number of Inspections by the Care Quality Commission (CQC) that result in a judgement of "Requires improvement" or worse	N/A	

Table 1

6. Provider Perspective (Provided by Discovery)

6.1 Executive Summary

In line with our supplier solution (contractual submission), Discovery has been under significant pressure to meet all the key contractual milestones and Key Performance Indicators. This has been raised formally with Somerset County Council as the cause for the pressure is clearly associated challenge in implementing the contractual 'transformation programme' (namely, Changes to Terms and Conditions, Restructure changes, Day Services Transformation).

In addition to the contractual pressures, Discovery and Dimensions alongside Somerset County Council (SCC) continue to receive negative local attention to the Transformation programme and specifically to our proposals to colleague's Terms and Conditions, locally known as STEP(Sustainable Terms and Equivalent Pay).

In light of the emerging challenges senior representative from Discovery and Somerset County Council have met to discuss the transformation milestones and continue to maintain a strong relationship to ensure the intentions and outcomes detailed in 3.2 remain.

Various open meetings have been offered and held with customers, families, transferred colleagues and other key stakeholders over the last 6 months to explain the need for change and answer questions and/or concerns raised about the impact of the transformation programme. The purpose of these meetings has been to provide both transparency and a greater understanding on the challenges within Social Care and need to find different ways of working.

Beyond the focus on STEP, further attention is being given to addressing the long standing quality issues, of which many existed prior to contract Award.

6.2 Operational Issues

It is apparent that the issues facing Discovery around quality are broader than initially thought (i.e. assumptions made during submission, preparation and transition phases). The depths of this are still being fully understood.

It's unfair to spotlight focus on any single area as the causes stretch beyond LDPS and now Discovery, e.g. years of poor support, poor local management, poor leadership, poor commissioning and poor monitoring (internally and externally). It has led Discovery to believe that there are notable pockets of low levels of ambition across Discovery; this is now at risk of being deepened and/or multiplied by the transformation work. Examples include:

- Locations with inappropriate equipment or support plans when supporting people with complex needs.
- Unacceptable risk assessments and/or practices support people with epilepsy when bathing.
- Packages of support breaching basic human rights.
- Inadequate support from Health professionals.
- Historical sleep-in arrangements existing in people's lounge.
- Basic management practices out of place (e.g. Team Meetings, supervisions).
- Outstanding actions from H&S audits and Fire Risk Assessments and inconsistent H&S checks.
- Inconsistency of staff supervision pre-dating 1st April 2017.
- Best interests decisions missing or not involving professionals or families.
- Lack of consistent and effective approaches to supporting people who display challenging behaviour.

Some of the examples identified mirror similar challenges faced across the learning disabilities sector but have already addressed over the past 10-15 years.

Various actions have been considered and implemented in response to the emerging challenge on quality matters. In no particular order they are:

- Location re-design
- Changes to the senior operations team
- Re-prioritised and resourced quality review schedule.

- Review of the current Behaviour Support Team (BST) input.
- Re-established Speaking Up Groups to ensure people with learning disabilities have a louder voice.
- Policy and Procedure integration between LDPS and Dimensions Group policies.
- The implementation of Never Event procedures.

6. Transformation Matters

Discovery met with Unison on 11th October and agreed a reset of the consultation and negotiation process (STEP). Within the meeting the need and extent of change was discussed. This is a significant step forward within our discussions. Both parties felt the meeting was positive and are keen to achieve collective agreement for the transferred colleagues. It was also agreed that only joint communications would be sent out for the time-being by both parties.

Training

The overall number of colleagues who are 100% compliant with our mandatory training requirements has increased from 2% to 18% in September.

Turnover

Remains stable at around 16%; this remains broadly in line with our assumptions. Our headcount has also stabilised [Currently at 1070 contracted staff and 220 Relief staff]. We are seeing the flow through of new starters, with September having the biggest number of new colleagues commence in a month [19].

	April	May	June	July	Aug	Sept
Leavers (No of)	84	33	29	6	19	15
Leavers %	7.26%	2.92%	2.65%	0.55%	1.77%	1.40%

Sickness

Has increased for a 5th month in a row. We are however seeing a reduction in the number of occurrences in the month which suggests that the length of sickness episodes are increasing. Our data tells us that since 1st April over 70% of transferred colleagues have had at least one occasion of absence each.

Summary

As mentioned we cannot under-estimate the impact of the commenced transformation work. Discovery are determined and committed to reaching collective consultation with Unison to find the right options to the need for change. Meetings with Unison over the last month have proved to be the most positive to date.

All locations will receive a quality review by end of 2017, with clear instructions to the review team requesting the recording of how long any shortcomings have been in place. All locations have in place either an Improvement Plan or a similar document (previously adopted by Somerset County Council) in order to address the areas requiring action.

In order to support Discovery's understanding and planning on quality. Agreement has been reached with National Development Team for Inclusion (NDTI) to carry out an independent review on Discovery's current support. This will be led by Bill Love and Sue Turner and will commence from November 2017.

7. Background papers

- 7.1. Cabinet decision to commence the procurement exercise – February 2014
<http://www1.somerset.gov.uk/council/meetings/reports.asp?item=1050>

Cabinet decision to award contract to Dimensions to set up SEV - July 2016
<http://www1.somerset.gov.uk/council/meetings/reports.asp?item=1307>

Appendix A.

Questions from the public prior to scrutiny

1. ***Discovery have to deliver a sustainable service. In order to do this they need to get 3 areas into a financial envelope: Staff Terms and Conditions, the Management Structure and Day Services. Please explain how this will be done. What are the implications for SCC/Dimensions/Discovery of any delays in reducing these costs.***

Please refer to the bulk of the report and presentation. Discovery is happy to provide further appropriate detail if required. Discovery has organisational priorities, of which these three are certainly contained and the focus of activity.

2. ***Please report on current expenditure as compared with planned expenditure to date and also provide a forecast for the first year of the contract. Please report on how any areas of overspending (eg staffing and agency costs) are being addressed***

The expenditure on the contract with Discovery, for the reported period is within the expected amount and the forecast for the expenditure is as the original contract value. There are no areas of overspending that effect the contractual value for Somerset County Council.

3. ***Please report on the percentage number of contract hours delivered to date. Please confirm SCC (and therefore Council Tax payers) are being reimbursed for contract hours paid for but not delivered.***

Across all of the service delivery areas, Discovery has delivered an average of 99.76% of the hours. It is confirmed that any contracted individual hours that are not delivered by Discovery are reimbursed in full to Somerset County Council.

4. ***One of the areas which is of vital importance to customers is Continuity of Care. There is some evidence that Continuity of Care is being affected by staffing problems. Specifically please report on the following:
How many staff have left since the transfer to Discovery***

Turnover of 'staff' (colleagues) remains stable at 16%; this remains broadly in line with Discovery's assumptions. Headcount has also stabilised [Currently at 1070 contracted staff and 220 Relief staff]. Discovery is seeing the flow-through of new starters, and September saw the biggest on-boarding of colleagues (19) in a single month.

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Headcount	1157	1131	1095	1099	1071	1070
Vacancies inc 10%					82.34	88
New starters	43	7	7	11	14	19
	3.72%	0.62%	0.64%	1.00%	1.31%	1.78%
Leavers	84	33	29	6	19	15
Leavers %	7.26%	2.92%	2.65%	0.55%	1.77%	1.40%
Turnover	19.97%	10.23%	13.57%	16.34%	15.40%	16.85%
Relief colleagues						
	231	233	233	233	220	222

5. How many new staff have been recruited over the same time frame

As above.

6. How many hours of Agency staff have been bought in to cover gaps and what has been the additional cost of Agency staff over the same period.

Agency spend in September was 8.73% of staff costs and 6.87% of (year to date) staff costs.

7. How many days have been lost to staff sickness over this period.

Sickness amongst Discovery colleagues has increased for a 5th month in a row. There is a reduction in the number of occurrences in the month - which suggests that the length of sickness episodes are increasing. Discovery data tells us that since 1st April that over 70% of individuals (transferred colleagues) have had at least one occasion of sickness absence

8. How many safeguarding incidents have been reported in this period.

For the whole of the period July, August, September (Quarter 2 of 2017/18), there were 45 reported safeguarding incidents. These are reported to and scrutinised by an independently chaired safeguarding panel alongside all safeguarding incidents across the Dimensions group.

9. Please then produce the figures for the same statistics over the last six months of the in house service for comparison.

This information is not currently held by Somerset County Council as a "whole service" i.e. across Learning Disability Provider Service as an entity, so would need to be manually cross referenced across all of the individual safeguarding reports for the 6 month period ending 3rd April 2017. This will take some time.

10. Please report on how current staffing gaps are affecting service delivery.

Every location has its own contingency plan, including arrangements of cover. The Plans are monitored monthly by the Discovery Executive and reported to Somerset County Council as detailed in 5.1.

11. Please provide an assessment of current staff morale and identify steps being taken to remedy any evidence of staff unwillingness to pull together persistently and consistently in pursuit of a common purpose.

Morale is a difficult characteristic to quantify, with a made up of a number of individual traits and indicators. As has been set out in some of the qualitative indicators, e.g. sickness, the incidence of sicknesses has reduced which could mean that more people are feeling well and healthy in their roles. More qualitative information is provided in the 'Discovery Perspective' section and presentation.

12. During the tender process Dimensions made much of their Activate model to shape customer outcomes and personalise service delivery. Please report on how many new assessments of need have been carried out since the transfer and how many customers have been assessed using Activate. Please also report on the forecast plan for future assessments.

One of the keys to delivery of a personal service using the Activate model is having a personal budget. Please report the number of customers who have been allocated a personal budget since transfer.

As per the supplier solution, this has not been introduced yet within Discovery but is planned for the future. Discovery is happy to provide an update in the near future.

- 13. *Please report on the timetable for Day Service Transformation including an assessment of how current plans compare with the original timetable including the reasons for any delay.***

Every Day Service location has developed its own Transformation group, which ensures it gathers the views of all stakeholders. Over the past 6 months there have been multiple meetings to discuss what future support can look like.

Each Transformation Group is tasked to have developed a clear plan on change by April 2018, with full implementation by April 2019. Although this is a challenging piece of work it remains on course

- 14. *The in house service has been criticised by NDTI and in the Transforming Care Plan for being stuck and old fashioned. Specifically the old service was said to demonstrate the following: Lack of personal choice***

A legacy of inertia

A limited range of opportunities (eg Customers spending all day watching TV in their Day Centre)

Please explain how Discovery is generating momentum for change, what has been done since the transfer to address these issues and what plans are in place for the future.

A number of actions have been introduced by Discovery to clarify the need for change; these include new systems, processes and more importantly, support approaches. It's reasonable to state that the changes to the transferred colleagues Terms and Conditions have created a significant challenge to incorporating the required broader change. However, significant work has taken place to demonstrate the need for more personalised support and this is being aided through the Quality Review programme which Discovery has introduced.

Each review provides a clear baseline and requirement to develop the appropriate plan, which Discovery supports with resourcing to help achieve the change. A good example of this is the positive work taking place at Oaks Crisis Service following its initial review.

As expected across the 60 transferred locations, virtually every team is in a different place in terms of its' development, and effectiveness in implementing new approaches - depending upon the level of perceived impact of the changes assumed and anticipated by colleagues . However, throughout Discovery the key building blocks are being continuously reinforced, and driven by determined leadership around the 5 core values of Ambition, Courage, Respect, Integrity, and Partnership.

- 15. *Please provide evidence of Service Improvements carried out since the transfer.***

As detailed within the report a range of service improvements have been identified and actioned by Discovery. These actions are shared with Somerset County Council through the contract monitoring process.

Somerset County Council is pleased with the diligence and responsiveness to identified improvements.

16. Please provide the results of current customer and Family Carer Satisfaction Surveys

The results are not currently available.

17. Please report on the number of customer interviews carried out by a Dimensions/Discovery Job Coach since transfer and the number of customers who have found paid employment as a result of these interviews.

Due to some emerging discrepancies which have been recently identified by Discovery and raised formally with Somerset County Council, the validity of the baseline data provided prior to transfer is being reviewed within the Contract Monitoring process. Therefore, at this time the data requested cannot be provided.

18. There are reportedly legal challenges being contemplated over the transfer to Discovery, consultations regarding Staff Terms and Conditions, and the future of Day Services. Please report on the financial risk to Dimensions and SCC should these challenges materialise and what mitigating factors are being put in place.

SCC is unable to comment on any current legal challenges. Regarding any future or currently 'contemplated' legal challenges SCC is unable to quantify any potential financial risks without substantive detail of any claim. Any mitigating factors will be considered and put in place once the substantive details of any claims are known.

19. In answers to questions from the public asked at council in Feb this year it was stated that contingency plans were in place should the contract with Discovery fail. What are those contingency plans and what measures are being put in place to ensure the contract does not fail.

The Authority has put in place robust Governance arrangements and Performance Monitoring systems and processes to ensure Discovery is meeting the required standards in care for people with Learning Disabilities. Where poor performance or early signs of declining performance are captured the Authority will work with Discovery collaboratively in order to bring performance back up to the required standard or to ensure performance is maintained. The Authority's main focus is to work with Discovery to ensure good and best practice services are provided across Somerset to people with Learning Disabilities.

In the unlikely event the Authority is unable to work with Discovery to provide best practice and safe services and the contracted arrangements fail, the Authority would enact its contingency plans. Depending on the nature of the failure the Authority would:

- Take over the management of the failing service or services.
- Temporarily in-source the service or services while a new procurement and tender process is considered.
- Commence a new procurement or tender process to find a suitable alternative provider for the service or services.