

Finance and Resources Committee

1000, Friday, 1 February 2019

Extension of Health and Social Care Contracts

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Executive Summary

This report provides an update to Finance and Resources Committee on the work undertaken with a view to facilitating the good management of several health and social care contracts.

Based on the outcomes of this work, it makes recommendations to extend 6 contracts bundles (overnight support; sensory support; housing support for older people; substance misuse; volunteering support; and carers) with a total value of £7,732,680.

It also advises Finance and Resources Committee that, in line with contractual terms and conditions, the contract for Edinburgh Voluntary Organisations Council (EVOC) has been extended.

Extension of Health and Social Care Contracts

1. Recommendations

- 1.1 It is recommended that Finance and Resources Committee:
 - 1.1.1 Agree the extension of contracts with the providers for the annual values and periods listed in Appendix 1.
 - 1.1.2 Note that the contract for Edinburgh Voluntary Organisations Council (EVOC) has been extended for 12 months.

2. Background

- 2.1 The Council continues to commission, review and award essential contracts for health and social care clients. This report details the outcome of on-going work undertaken to ensure the good future management of contracts for these services and resulting recommendations.
- 2.2 Section 10 of Council Standing Orders requires the approval of the Finance and Resources Committee in respect of the recommended extension of the contracts listed in Appendix 1.

3. Main report

Extension of Contracts – Shared Overnight Support (Overnight Support Strategy)

- 3.1 On the basis of it being the most cost-effective solution available at the time, in February 2016 the Committee approved the awarding of shared overnight support (sleep-overs and waking night assistance) contracts for care at home clients to a value of £8,182,764 for the period 1 April 2016 to 31 March 2019 (three years). The Council also extended a separate contract with Blackwood Housing Association for £152,850 per annum to 31 March 2019 to provide an alternative and more cost-effective technology enabled responder service. This innovation is based upon the aim of giving the exact support a person needs at the exact time they need it.
- 3.2 Blackwood is now effectively supporting 17 clients and has successfully replaced 28 sleep-overs since the contract commenced. The contract has also delivered a net saving of £370,075 to 31 October 2018. A sleep-over currently costs £84.60 per night (9 hours), whilst Blackwood can deliver its responder service for £17 per night.

- 3.3 This innovation has been further supported by an audit of contracted sleep-over provision in 2018. It indicates that at least one-third (33%) of the current 140+ contracted sleep-overs could be transformed to responder-based provision providing a more personalised and cost-effective service. The audit also evidenced the need for a wider Overnight Support Strategy which will be progressed by the Edinburgh Integration Joint Board (EIJB).
- 3.4 It is therefore recommended that the contracts are extended for a period of 12 months (1 April 2019 to 31 March 2020) with the option to extend for a further 6 months if required. This will provide the required time to complete said strategy as part of a wider co-production exercise with service users and carers. It will also include a review of internal overnight support services to create an integrated approach.

Extension of Contracts - Sensory Disability Services (Sensory Support Strategy)

- 3.5 In February 2016, the Committee agreed the award of a single contract for the delivery of an integrated sensory disability support service jointly to RNIB and Deaf Action, for the period 1 April 2016 to 31 March 2019, with an option to extend the contract for up to two further years. The current contract award is £493,550 per annum.
- 3.6 The sensory support service is now subject to an annual contract monitoring report and the commissioning strategy for April 2020 onwards will be refreshed in the context of the EIJBs strategic plan. As part of a co-production exercise, this will include reviewing the rehabilitation needs and hospital based support for deaf adults and the possible management/contract delivery of a newly procured partnership, including the option of a Sensory Support Manager.
- 3.7 The Committee are therefore recommended to agree an extension of contract for a period of 12 months (1 April 2019 to 31 March 2020) with the option to extend for a further 6 months if required.

Extension of Contracts – Housing Support and Care and Repair Services for Older People (Extra Care Housing Strategy)

- 3.8 On 1 April 2018 Place transferred eleven contracts to the Edinburgh Health and Social Care Partnership (EHSCP) for older people, ten for housing support (£1,070,719 per annum) and one for a care and repair service (£241,838 per annum). These contracts were extended until 31 March 2019 allowing for an audit to be carried out.
- 3.9 The audit evidenced a reduction in service delivery by two housing support providers and led to an agreed contract withdrawal by another. Savings of £118,109 per annum were achieved, reducing the contracts to nine providers with a revised contract value of £710,772 per annum. £13,865 per annum of this saving was reallocated to Viewpoint Housing Association until 31 March 2020 to deliver an innovative temporary step-down accommodation service to aid hospital discharge. There are also plans to deliver three further step-down accommodation services.

- 3.10 As initially highlighted by the May 2017 joint inspection of services for older people in Edinburgh, the audit also evidenced the need for an extra care housing strategy for older people.
- 3.11 To allow for the creation of said strategy, including a co-production exercise with service users and providers, the Committee are therefore recommended to agree an extension of contract for a period of 12 months (1 April 2019 to 31 March 2020) with the option to extend for a further 6 months if required.

Extension of Contract – Volunteer Centre Edinburgh (Volunteering Strategy)

- 3.12 The contract held with Volunteer Centre Edinburgh is due to expire on 31 March 2019, with an annual value of £72,920. The service works with individuals to build social connections and supports communities through volunteers and volunteering activity.
- 3.13 Under the auspices of Edinburgh Integration Joint Board (EIJB), work is underway to develop an Edinburgh Volunteering and Active Citizenship strategy.
- 3.14 It is therefore recommended that the current contract be extended for one year until 31 March 2020 to allow for the approval and implementation of said strategy.

Extension of Contracts – Edinburgh Alcohol and Drug Partnership

- 3.15 The Edinburgh Alcohol and Drug Partnership (EADP) services were tendered in 2016 following a co-production exercise. Three contracts were awarded totalling £2,025,632 per annum to 31 March 2019 with the option to extend for up to two years.
- 3.16 These contracts are overseen by the EADP Commissioning Collaborative Core group made up of representatives from the voluntary sector, Edinburgh Health and Social Care Partnership (the Partnership), EIJB, the Council and NHS Lothian.
- 3.17 Between May and September 2018 extensive consultation and service monitoring has been undertaken by officers from the Partnership to assess the impact and outcomes of the EADP contracts. This has identified service gaps and areas for further development. This forms part of an EADP Adult Treatment & Recovery Contracts Performance Report 2016-18.
- 3.18 Feedback from service users and from organisations who work with them has been overwhelmingly that the services supported by these contracts provide a lifeline, helping individuals to address and manage their substance misuse. It has also been evidenced that the services operate in a professional manner and that the staff groups are skilled and knowledgeable of their particular client group. The providers are respected and trusted organisations in their communities.
- 3.19 It is however recognised that the KPIs built into the existing contracts are over ambitious, given constraints elsewhere in the public sector. These will be formally reviewed in advance of the proposed contract extension.

- 3.20 At the point of contract implementation in 2016, there was significant tension and anxiety around the procurement activity and decisions. The providers and EADP Commissioning Manager have worked to address and manage these tensions and anxieties. It is the assessment of the EADP Commissioning Collaborative Core group that to re-procure these services at this time would cause significant unrest for some of the city's hardest to reach citizens, create distrust with the people using the services and upset the positive work that the organisations have been achieving to date.
- 3.21 In order to appropriately coproduce the specification, building on the positivity outlined above, it is recommended that the existing EADP contracts be extended for 2 years (until March 2021). An extension of less than 2 years will impact our ability to coproduce the specification in partnership with service users and other stakeholders. During this period the EADP Commissioning Manager will work with service users and provider to refresh the EADP commissioning strategy, which will be shaped by a new national strategy and funding. This, in turn, will inform the specification. This approach is likely to lead to better outcomes than retendering using the extant specification and will also provide stability for service users.

Extension of Contracts – carers commissioned contracts

- 3.22 The Carers (Scotland) Act 2016 was implemented on 1st April 2018 placing new duties on local authorities. Alongside these new duties, a financial settlement was agreed for integration authorities from the Scottish Government. EIJB's portion of that settlement for 2018/19 is £1.4m and this rises to £7.4m by 2022/23.
- 3.23 There has been a financial commitment through commissioned services and grants programmes for carer services by the Council for several years and an established relationship with key partners in the third sector. A large-scale market shaping exercise is required to ensure the new monies are used as efficiently to reach as many adult and young carers as possible. Therefore, a large-scale consultation with carers and partner organisations is currently underway and nearing completion. This will inform the direction of service development. Alongside this a review of all commissioned services is also nearing completion.
- 3.24 The information from the reviews and consultation will support the development of specifications that meet current and emerging needs for the new duties within the act. From this work an agreed approach with colleagues from procurement will allow us to develop service plans and specifications that better reflect carer needs within procurement legal requirements.
- 3.25 Alongside this work, the EIJB is developing its Joint Carer Strategy which will reflect both the work outlined above and the findings of the independent review of the impact of the strategy for carers by EVOC.
- 3.26 The scale of the redevelopment of services, the new EIJB grants programme, current commissioned service reviews, wider welfare reviews and the additional funding from the Scottish Government are the rationale for requesting an extension

to contracts for an additional year (2019-2010). This will reduce the risk of duplication of services and allow for planning based on pilot evaluations and more streamlined pathways to be developed. It will also assist in aligning this workstream to the development of the EIJB's strategic plan which identified carers as a "cross cutting theme".

Extension of Contract – Edinburgh Voluntary Organisations Council (EVOC)

- 3.27 The contract between the Council and EVOC (valued at £216,332) for the provision of third sector infrastructure support services is to be extended for a further 12 months. This extension is granted in recognition of EVOC successfully achieving the contractually agreed outcomes over the past year and a continued commitment to work in partnership to deliver continuous improvement and best value. The extension period will also allow the Council to work with EVOC and stakeholders to co-produce a meaningful specification for a future Third Sector Infrastructure project to commence on 1 April 2020.
- 3.28 In addition, the contract has been varied to reflect the additional funding of £65,650 being provided to ensure the successful delivery of the older people's strategic commissioning plan.

4. Measures of success

- 4.1 Arrangements are in place for the good management of all Health and Social Care contracts.

5. Financial impact

- 5.1 The total value of the contracts recommended for extension in the financial year 2019/20 is £7,703,680.
- 5.2 Funding associated with the extension of the contracts will be delegated by EIJB to the Council.

6. Risk, policy, compliance and governance impact

- 6.1 Approval of the report recommendations will ensure all contracts referenced in the report meet the requirements of Council Standing Orders.

7. Equalities impact

- 7.1 Report recommendations will have a positive equalities impact on a wide range of people affected by disability, old age, alcohol and drug problems and mental health issues.

8. Sustainability impact

- 8.1 None directly arising from this report

9. Consultation and engagement

- 9.1 Report recommendations are result of consultation and co-production activity with service providers, service users, carers and other interested stakeholders.

10. Background reading/external references

Award, Extension and Transfer of Health and Social Care Contracts, Finance and Resources Committee, 2 February 2016

Blackwood Night Support Service Review Oct 18

EADP Adult Treatment & Recovery Contracts Performance 2016-18

Lothian Sensory Partnership Annual Report 2017-18

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11. Appendices

Appendix 1 – Annual contract values and periods of renewal

Annual contract values and periods of renewal

Contract	Annual value (£)	Timescales
<i>Sensory support service:</i>		
RNIB/Deaf Action	493,550	for a period of up to 18 months from 1 April 2019
<i>Housing Support for Older People:</i>		
Bield Sheltered Housing	100,823	
Cairn Sheltered Housing	53,707	
Mansfield Sheltered Housing	75,305	
Methodist Sheltered Housing	9,196	
Port of Leith Sheltered Housing	51,581	
Prestonfield Neighbourhood Project	37,392	
Trust Housing Sheltered Housing	61,288	
Viewpoint Sheltered Housing	185,110	
With You Sheltered Housing	136,369	
Subtotal housing support for older people	710,771	for a period of up to 18 months from 1 Ap 2019
Care and Repair Service	241,839	for a period of up to 18 months from 1 Ap 2019
<i>Shared Overnight Support:</i>		
Action Group	252,675	
Ark Housing Association	342,297	
Autism Initiatives	346,387	
Barony Housing Association	104,646	
Carr Gomm	192,136	
Community Integrated Care	365,876	
Freespace	438,193	
L'Arche	147,168	
Mears Care	86,790	
With You	110,210	
Richmond Fellowship	138,634	
Real Life Options	109,062	
SHARE	251,981	
Visualise	123,443	
Crossreach	61,357	
Enable	30,879	
Leonard Cheshire Disability	74,605	
Penumbra	30,879	

Contract	Annual value (£)	Timescales
Redcroft	30,879	
Redwoods	30,879	
Thistle	58,327	
Crossreach	60,590	
Blackwood (Responder Service)	156,069	
Subtotal shared overnight support	3,543,962	for a period of up to 18 months from 1 April 2019
Volunteer Centre Edinburgh	72,920	for 12 months from 1 April 2019
<i>Edinburgh Alcohol & Drug Partnership (EADP):</i>		
Change, Grow, Live (CGL) (SE, SW, NW)	976,259	
Turning Point (NE)	474,020	
Edinburgh & Lothian Council on Alcohol	575,353	
Subtotal EADP	2,025,632	
<i>Carers</i>		
VOCAL	280,000	
Carr Gomm	288,000	
Cornerstone	47,006	
Subtotal carers	615,006	
Overall total	7,703,680	