

Finance and Resources Committee

10am, Thursday, 28 September 2017

Award of Contracts for the Delivery of Mental Health Wellbeing Services

Item number 7.10
Report number
Executive/routine
Wards

Executive Summary

This report seeks approval to award 27 contracts for the delivery of Mental Health Wellbeing Services for the period 1 November 2017 to 31 October 2019.

The recommended contracts have been the subject of direction by the Edinburgh Integration Joint Board (EIJB) following its approval of proposals made to it by the Edinburgh Mental Health Wellbeing Public Social Partnership. Report recommendations will facilitate a test of concept and change in service delivery arrangements in collaboration with 18 Third Sector providers.

The total value of the contracts is £4,230,000 over two years and will be fully funded from budgets which are currently in balance.

Award of Contracts for the Delivery of Mental Health and Wellbeing Services

1. Recommendations

Committee is asked to:

- 1.1 approve the award of the 27 contracts to the 18 providers listed in Appendix 1 for the period 1 November 2017 to 31 October 2019; and
- 1.2 agree that as these contracts will facilitate a test of concept and change that the Chief Officer of the Edinburgh Integration Joint Board (EIJB) be given discretion, after consulting providers, to make reasonable variations to contract service specifications where interim evaluation of the test indicates these would be beneficial.

2. Background

- 2.1 Public Social Partnerships (PSPs) are strategic partnering arrangements, based on a co-production approach, through which the public sector can connect with Third Sector (voluntary, charitable and social enterprise) organisations and work with people who use services to share responsibility with them for designing and delivering services in ways which meet identified service user needs.
- 2.2 The Edinburgh Mental Health Wellbeing PSP was initiated by the EIJB in August 2016. The report recommendations will facilitate delivery of the new approach agreed by the EIJB on 14 July 2017 to the delivery of mental health wellbeing services and utilisation of the combined Council and delegated NHS Lothian budgets. As reported to Committee on 1 December 2016 the current extended contracts for predecessor mental health services will end on 31 October 2017.
- 2.3 It is estimated that 120,000 (25%) citizens of Edinburgh will experience mental health issues at some point in their lives. Recommended contract awards are designed to enable people to access local services where they can feel safe, be helped to recover and live as well as they can.
- 2.4 Use of the PSP process has been successful in bringing together people with lived experience of poor mental health, carers and staff from a wide range of third sector and statutory bodies. It has promoted a spirit of collaboration and co-operation and a sharp focus on how best to maximise the benefit of scarce resources, integrate services, make access local and improve outcomes for people.

2.5 The PSP has developed and agreed a set of core values. These are:

- equality of partners
- mutual respect and trust
- open and transparent communications
- co-operation and consultation
- a commitment to being positive and constructive
- a willingness to work with and learn from others; and
- a shared commitment to providing excellent community services

3. Main report

- 3.1 In August 2016, the EIJB took the opportunity to adopt a different approach to the planning and commissioning of mental health wellbeing services by taking advantage of the Scottish Government's support for the PSP approach.
- 3.2 Commercial and Procurement Services advised the PSP planned approach was an option consistent with the 'light touch' social care service procurement regime and the Best Practice Guidance issued in 2016 respect of the Procurement of Care and Support Services.
- 3.3 A notice was published via Public Contracts Scotland on 11 November 2016 to determine interest in contributing to the PSP process. Potential partners were asked to submit applications demonstrating why their experience made them suitable 'interested partners' and confirming their commitment to the PSP core values set out at 2.5. 43 organisations submitted applications. All of them were accepted as partners by the PSP Implementation, Monitoring and Evaluation Group, made up of key service user, carer, advocacy, voluntary and statutory sector stakeholders.
- 3.4 Between January and March 2017, a series of ten co-production 'Talk, Share, Plan, Repeat' events, facilitated by Animate Consultancy, took place. The Edinburgh Strategic Joint Needs Assessment was used to establish baseline needs in each locality. Initial sessions enabled interested partners to explore, discover and design services and supports required in each locality to meet the mental health wellbeing needs and aspirations of Edinburgh's citizens.
- 3.5 Subsequently, iterations of service delivery and financial support models were discussed with all 'interested partners.' Each iteration was the subject of a draft Memoranda of Understanding (MOU), which set out written details of proposed service delivery responsibilities and financial allocations to individual partner organisations. There were a number of discussions to agree the final version of MOUs and the final version was agreed in July 2017. The proposed financial allocations would support current providers and at the same time require an increased level of: innovation, local access, efficient use of resources, effective

integration and place an emphasis on evidenced based practice and positive outcomes.

3.6 Resulting recommendations were approved by the EIJB in July 2017 and will result in:

- the establishment of four Locality Mental Health and Wellbeing PSPs, which will provide a range of social prescribing, meaningful activities and psychosocial and psychological supports to people experiencing poor mental health as shown in the table below:

Social Prescribing	Meaningful Activities	Support
<p>Improving access and supporting people to get help and support as early as possible</p> <ul style="list-style-type: none"> • Information and Advice • Peer Workers • Link Workers • Community Facilitators 	<p>Supporting people to access activities, interests, education, which are meaningful to them</p> <ul style="list-style-type: none"> • Volunteering • Employment • Arts • Ecotherapy 	<p>Specific supports and treatment for people experiencing mental ill health</p> <ul style="list-style-type: none"> • Psychological support including counselling • Support in Crisis • Supporting early discharge from hospital and providing an alternative to admission
<p>Delivered in places where people feel safe and secure</p>		

- the establishment of four complementary city-wide ‘pivot’ PSPs, which will:
 - deliver support for people in crisis on a 24 hour, seven day a week basis, 365 days of the year;
 - develop a ‘Peer Collaborative’, which will deliver peer support to service users by paid peer workers and volunteers across the four localities and provide opportunities for reflective practice, peer supervision, training, maintenance of good practice standards and career progression
 - grow an ‘Active and Green’ Partnership, which will use the physical assets in each locality (including leisure centres, schools, colleges, universities, public sector buildings, gardens, wooded areas, parks and back greens) to provide a range of meaningful activities designed to promote improved physical and mental health. These will include exercise, gardening and food related activity; and

- deliver a 'Mind Space' Partnership, which will provide psychological and psychosocial support for people experiencing distress. This will include psychological therapies, such as Cognitive Behavioural and Interpersonal therapy, delivered in different formats, including online, individually and in group sessions.

4. Measures of success

- 4.1 Evaluation of the outcome of the test of concept and change in delivery arrangements will provide the necessary evidence base needed to support the development of a commissioning and procurement plan for mental health wellbeing services for the period November 2019-October 2024.

5. Financial impact

- 5.1 The value of the recommended contracts for the period 1 November 2017 to 31 October 2019 is £4,230,000. The recommended contracts have been the subject of direction by the EIJB to the Council. On this basis, Committee has the necessary authority to approve the report recommendations.
- 5.2 The cost of advising the PSP and awarding the recommended contracts are estimated to be between £20,001 and £35,000
- 5.3 Committee is asked to note that a number of the recommended providers either own or lease property assets from which they will deliver services and this has added value to the PSP approach. Providers have additional income streams which they use to enhance the quality and choice of services on offer to service users.

6. Risk, policy, compliance and governance impact

- 6.1 Providers will be required to demonstrable acceptable arrangements in respect of business continuity risks.
- 6.2 Adoption of the PSP approach has posed policy, compliance and governance challenges to the extent that the PSP approach does not neatly fit with usual Commercial and Procurement Service practice. As noted at 3.2, the approach is, however, deemed to be consistent with the spirit of best practice guidance issued by Scottish Government in 2016. Subject to approval of the report recommendations an ongoing lessons learned audit will continue.
- 6.3 To ensure proportionate ongoing oversight, the progress of the PSP arrangements set out in this report will be the subject of bi annual report to the Health and Social Care Procurement Board, made up of EIJB, Procurement, Finance, Contracts and Strategic Commissioning Officers, and of annual report to the EIJB.

7. Equalities impact

- 7.1 An Integrated Equality Impact Assessment was completed in April 2017. While recognising the potential benefits to service users, given the PSP approach is a new one, this identified the need to closely monitor the extent to which service user needs are being met in a timely way by the recommended partnerships of interested providers. Work to agree how this will be done is scheduled for completion in advance of the start date of the recommended contracts.

8. Sustainability impact

- 8.1 No significant environmental impacts are expected to arise from report recommendations.

9. Consultation and engagement

- 9.1 One of the overall aims of the PSP approach is to ensure meaningful consultation and engagement with all stakeholders throughout the commissioning process to ensure the best services are procured for service users. This will continue through the recommended test of concept stage for the next two years.
- 9.2 It may be that 'lessons learned' from the Mental Health and Wellbeing PSP will result in change in the way any similar exercise is carried out in future particularly in terms of the level of resource required. Given the commitment of all concerned in the production of report recommendations to the core values set out at 2.5, this has however been an innovative approach to meeting some of the opportunities and challenges associated with co-production.

10. Background reading/external references

- 10.1 Waiver, Mental Health Wellbeing Services, Finance and Resources Committee, 1 December 2016
- 10.2 Edinburgh Wellbeing Public Social Partnership, Edinburgh Integration Joint Board, 14 July 2017

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11. Appendices

Appendix 1 Recommended contract awards

Appendix 1

Recommended Contract Awards

Locality PSP	Annual Value
North East	
Support in Mind	£ 164,000
NEECS	£ 81,000
Link Up	£ 60,000
Seasons	£ 36,000
Sub Total	£ 341,000
North West	
Living Well	£ 121,000
Pilton Community Centre	£ 53,000
Health in Mind	£ 145,000
Sub Total	£ 319,000
South East	
Contact Point	£ 151,000
Health in Mind	£ 145,000
Alma	£ 5,000
Sub Total	£ 301,000
South West	
SAMH	£174,000
Health in Mind	£105,000
Cyrenians	£ 25,000
Broomhouse	£ 5,000
Sub Total	£309,000
TOTAL	£1,270,000

Pivot Partnership PSP

Crisis Support

Penumbra	£ 400,000
Sub Total	£ 400,000

Active and Green Spaces

Cyrenians	£ 10,000
ELGS	£ 10,000
Edinburgh Leisure	£ 80,000
Sub Total	£ 100,000

Mind Space

Penumbra Self Harm	£ 90,000
Health in Mind	£ 60,000
Sub Total	£ 150,000

Peer Support Collaborative

Penumbra – Plan 2 Change	£ 145,000
Health in Mind	£ 25,000
Cyrenians	£ 5,000
Carr Gomm	£ 5,000
SAMH	£ 5,000
Thistle Foundation	£ 5,000
Places for People	£ 5,000
Sub Total	£ 195,000
TOTAL	£ 845,000

COMBINED ANNUAL TOTALS £2,115,000