

# Finance and Resources

10.00am, Thursday, 20 May 2021

## Health and Social Care Contracting Update

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 This report seeks approval from the Finance and Resource Committee for the waiver of Contract Standing Orders to allow the award of contract extensions to the providers for the value and duration as set out in the appendix to this paper.

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## Health and Social Care Contracting Update

### 2. Executive Summary

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- 2.1 This report sets out the current Health and Social Care Partnership commissioning activity and how this impacts on contractual arrangements including the requirement to waive the requirement of Contract Standing Orders to allow contracts to be extended at the expiry of the current contract duration.

### 3. Background

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- 3.1 In line with the strategic plan and direction from the Edinburgh Integration Joint, the Board Edinburgh Health and Social Care Partnership (the Partnership) was actively procuring a range of services when the COVID-19 pandemic struck. This impacted both on the ability of the partnership to progress the procurement activity according to initial timescales and the scope for providers to provide services in line with service specifications. Commissioning activities have now resumed albeit timescales have been extended with a consequent impact on contractual renewals.
- 3.2 This paper sets out, on a service by service basis, the proposed contractual arrangements with supporting rationale.

## 4. Main report

- 4.1 The contractual arrangements covered by this paper, annual values, contract end dates and recommendations are summarised in the table below:

Contract	Annual value (£m)	Contract end date	Recommendation – contracts to be extended until
a) <b>Shared overnight support</b>	3.8	30 <sup>th</sup> Sept 2021	30th Sept 2022
b) <b>Disabilities complex care</b>	1.5	31 <sup>st</sup> August 2021	31 <sup>st</sup> August 2024
c) <b>Edinburgh crisis centre</b>	0.4	31 <sup>st</sup> March 2021	31 <sup>st</sup> March 2022
d) <b>Agency staffing</b>	N/A	N/A	N/A

- 4.2 These are discussed individually in paragraphs 4.3 to 4.12 below.

### **Shared Overnight Support**

- 4.3 Also referred to as “sleepovers”, these services provide access to support for people who live in their own tenancy but may require a responder throughout the night. The associated contracts are predominately for those with a learning disability with a smaller number for mental health. This provision includes 21 providers who between them have 61 block contracts to deliver shared night time support, equating to 367 sleepovers. Excluding direct payments, the total value of these contracts, which are due to expire on 30<sup>th</sup> September 2020, is £3.7 million.
- 4.4 A year ago there was an intention to review these contracts and, where possible, move them to an overnight responder service, either locally or through a procured provider. The timetable was impacted by the pandemic as developing the associated strategy requires a co-production exercise with service users and carers. We are now in a position to progress a city wide responder procurement process which was published in the last week of April 2021.
- 4.5 In parallel, we will review the top seven providers of overnight support to seek a 5% reduction in these contracts by reducing the number of sleepovers by transferring people to the new responder services. We will need the existing contracts to be in place until the review is complete and the responder service is in place. It is therefore recommended that the 61 block contracts for shared overnight support are renewed for 1 year i.e. from October 2021 until October 2022.

### **Disabilities complex care**

- 4.6 Living Ambitions submitted the successful tender to build and staff a new service to support people with complex needs and a learning disability. The purpose of this tender was to provide homes for people moving from long stay hospital and young people becoming adults. This is a key strategic target for the Edinburgh Integration Joint Board and a major stepping stone in moving acute care to the community. The

process of finding land, purchasing the land and acquiring planning permission took just over 36 months. The build process was 18 months, but delayed by at least 6 months by the pandemic meaning the complex care service/building will become operational in May/June 2021. Therefore it is recommended that the contract be extended by three years to August 2024.

### **Edinburgh Crisis Centre**

- 4.7 The Edinburgh Crisis Centre provides 24/7 support, including overnight stay capacity, for people in crisis. The current contract with the provider Penumbra expired on 31<sup>st</sup> March 2021. In 2019 two stakeholder events were held to discuss how a wider range of services could work together to improve the response for people in distress and crisis. This is a complex review process involving multiple statutory and third sector partners, perspectives and operational and planning structures, as a result progress was slower than originally anticipated. Added to this, the COVID 19 pandemic has resulted in significant changes in the way crisis response services are delivered including the accelerated national rollout of the distress brief interventions programme delivered by Penumbra through NHS 24. More recently the Scottish Government's requirement on systems to redesign unscheduled care pathways including mental health has required further dialogue with key partners, including the Crisis Centre, In the context of the points above, it is recommended that the current Penumbra contract for the provision of the Edinburgh Crisis Centre is extended until 31<sup>st</sup> March 2022. This will enable the service to continue whilst we finalise the revised care pathways and define fully the requirement for 24 /7 support.

### **Agency staffing**

- 4.8 Currently Reed Specialist Recruitment is on the Scotland Excel framework, although not for the Lothian region. The framework was reopened to allow current providers to submit bids for areas they were not included in. Accordingly, Reed submitted tender documents over Christmas and New Year. The final paperwork is being reviewed by Scotland Excel's legal department and, following this, it is expected that the framework will be extended to cover Reed by the end of May.
- 4.9 In the meantime care homes have been using Reed on a non-contracted basis to meet demand where the other framework agencies are unable to. Until the framework is extended the associated payments are classed as non-contracted spend and is covered by a waiver of the Council's Contract Standing Orders. However, despite pressure from a number of partnerships, it is taking longer than anticipated to conclude the framework expansion and the limit of the waiver permitted by delegated authority has been exceeded.
- 4.10 Until Reed receive an award letter from Scotland Excel confirming its place on the framework the Committee is asked to approve spend with the agency up to a value of £250k for this financial year.
- 4.11 Additionally, due to the current climate and Coronavirus restrictions in care homes we are experiencing additional agency usage to cover staff who are self isolating.

Current contracted suppliers are struggling to provide the necessary numbers. As a result officers have been using JB Nursing's staff base to fill shifts for care home staff when none of the other agencies are able to. This spend had been covered by a waiver but the level supported by this waiver has since been exceeded. Accordingly, the Committee is asked to approved spend with the agency up to a value of £1.1m for 20/21.

- 4.12 Funding for both these items is available within the budget for care homes delegated by the Edinburgh IJB to the Council.

## **5. Next Steps**

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- 5.1 If the recommendations in this paper are accepted officers from the Partnership will work with colleagues in Commercial Procurement Services to make the appropriate contractual arrangements.

## **6. Financial impact**

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- 6.1 The financial value of each contract is summarised in the appendix to this report. All proposed arrangements are within existing budgetary provision levels.

## **7. Stakeholder/Community Impact**

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- 7.1 Each of the ongoing procurement exercises has been co-produced with service users, providers and other relevant stakeholders. Specific details of engagement for each contract has been detailed above.

## **8. Appendices**

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Appendix 1 - Health and Social Care - recommended contract extensions

## HEALTH AND SOCIAL CARE - RECOMMENDED CONTRACT EXTENSIONS

Contract	Annual value £	Timescales
<i>Shared overnight sleepovers</i>		
Ark Housing Association	364,854	
Autism Initiatives	418,382	
Barony Housing Association	99,843	
Blackwood Housing Association	185,906	
Carr Gomm	220,129	
Community Integrated Care	387,248	
Crossreach	61,685	
Enable	35,386	
Freespace	488,414	
L'Arche	117,275	
Leonard Cheshire	79,498	
LIN (Life Is Normal)	30,879	
Mears Care	92,374	
Penumbra	65,318	
Real Life Options	111,033	
Redwoods Caring Foundation	35,381	
Richmond Fellowship	125,852	
Share	272,677	
The Action Group	294,796	
Thistle Foundation	33,275	
Visualise	125,633	
With You	120,261	
<b>Sub total shared overnight support</b>	<b>3,766,098</b>	<i>30th September 2022</i>
<i>Disabilities complex care</i>		
Living Ambition Ltd	1,490,000	<i>30th August 2024</i>
<i>Edinburgh Crisis Centre</i>		
Penumbra	413,000	<i>31st March 2022</i>
<i>Agency staffing</i>		
Reed Specialist Recruitment	250,000	pending framework
JB Nursing	1,100,000	