

## **Agenda Item 10**

# **Home Support and Supported Living Contract**



## **Falkirk Integration Joint Board**

**3 September 2021**

**Home Support and Supported Living Contract**

**For Consideration and Comment**

### **1. Executive Summary**

- 1.1 In June 2021, the Integration Joint Board (IJB) were advised that the Support at Home Services (Home Support and Supported Living) framework contract was scheduled to end on 31 March 2022. A contract timetable was provided to facilitate a new contract commencement on 1 April 2022.
- 1.2 The purpose of this report is to provide an update on the development of the contract strategy and outline an updated contract timetable, to facilitate the delivery of the new Support at Home Services framework contract.

### **2. Recommendations**

The Integration Joint Board is asked to

- 2.1 consider and comment on the continued work to finalise the contract strategy
- 2.2 agree the proposed amendments to the contract timetable
- 2.3 note further updates will be provided within the Chief Officer report

### **3. Background**

- 3.1 The IJB meeting on 4 June 2021, considered a report on the current Support at Home Services framework contract (2018 to 2022). The report noted the significant growth in demand for services over the past 3 years and referenced the key contract strategy principles as follows:

- continuity of care for people in receipt of care and support
- defined lots to recognise specialisms and the 3 locality planning areas
- Fair Working Practices and the payment of the living wage are embedded
- the framework supports the purchase of block hours where best value can be achieved;
- the framework is flexible, responsive and aligned to outcomes
- the use of technology to manage contract performance and to support service users is maximised;
- supporting the commissioning of Self Directed Support (SDS), options:

- Option 1 – Direct Payment
- Option 2 – Manage own support and budget to meet agreed outcomes
- Option 3 – Council arranged support
- Option 4 - any combination of the first 3 options to meet agreed outcomes using the allocated budget.

3.2 The report also included a contract timetable to support the finalisation of the contract strategy to enable a new Home Support and Supported Living services framework to be in place for April 2022. The key stages of that timetable included:

CONTRACT ACTIVITY	ACTION DATES
Finalise Consultations, the Contract Strategy and Contract Documentation:	completed by September 2021
Issue, Return and evaluation of Tenders:	completed by January 2022
Complete Award Process (Falkirk Council Contract Standing Orders):	completed by February 2022
Mobilisation Meetings with Successful Providers and support continuity of care:	February 2022 to April 2022
New Contract Starts:	April 2022

3.3 Each of the stages of the above timetable are dependent on the preceding activity. For example, the tenders cannot be issued until the contract documentation is complete, the contract documentation is not fully in place until the contract strategy is agreed and the final contract strategy needs to fully reflect the outcomes of consultations with various stakeholders. Key consultation stakeholders include:

GROUP	METHODS	OBJECTIVE
Internal	Multi-disciplinary project team	To strategically review the current service provision, assist with developing the strategy and specification, assist with tender evaluation and the ongoing activities of contract and provider management.
External	Provider surveys; market engagement and workshops	Invite interested external parties to meet with the project team to discuss the scope of the services and generate market interest and competition.

GROUP	METHODS	OBJECTIVE
Multi Agency	Presentations to Strategic Planning Group	To raise awareness and obtain input to contract strategy, from a variety of strategic partners.
Service Users & Carers	Online and face to face consultations.	People who use services and their carers are involved and have opportunities to influence the design of the service.

3.4 Work to finalise the consultation stage of the procurement timeline has been sustained and good progress has been made. For example:

- A service user and carers (on line) survey is live. A service user and carers consultation/engagement day was held 13<sup>th</sup> August 2021 at the Sensory Centre. (held across 3 meeting rooms to maximise participation)
- Consultation and support program agreed, with assistance from the Scottish Government, to engage providers around how sustainability can be built into the new contract. This work with providers will assist both the partnership and our providers develop and deliver their Net Zero Strategies.
- A report on contract principles and proposed changes to the contract structure was presented to the Strategic Planning Group.
- Work has been undertaken by the Partnership's Independent Sector Lead to inform providers of the new contracting process. Weekly provider sessions are in place for commissioning staff to engage with providers around the new contract.

3.5 There have been however a number of challenges that have impacted on our ability to fully conclude the consultation stage of the procurement timeline in line with the original timetable previously reported to the IJB. These include:

- The sustained and enduring impact of the pandemic has limited the capacity for officers to devote the required time to the new commissioning process. Officers time has required to be prioritised on service delivery. This has limited the project teams ability to fully develop the required multi-disciplinary input from Home Care, Learning Disability Team, Occupational Therapy and the Community Care Teams.
- Unprecedented increases in the demand for new services and pressures across the whole system has meant that commissioning resources have been targeted at building capacity in current contracts to help reduce unmet need.

- Providers have also been working to meet challenges with staff absences, recruitment of new staff and the retention of existing carers. These pressures have seen an unprecedented demand on in house and external providers. It has therefore not been possible to align adequate time and resources to the workshops and consultations required to meet the contract timeline.
- Another key consideration in concluding consultations with providers is to have absolute clarity around the full impact the review of in house home care will have on externally commissioned services. Notwithstanding significant progress around the review, time is needed to accurately and fully quantify where external commissioning would need to be adjusted to align with new models of care.

3.6 The need to continue and further develop the consultation stage has impacted on the timetable for the whole contract process. As previously noted each of the stages of the timetable are dependent on the preceding activity. As the consultation stage has been delayed, a new contract timetable is now required.

## **4. Timetable For A New Framework From 2022**

4.1 The contract timetable contains a number of fixed time constraints. These include minimum timelines set by procurement rules and the need to follow prescribed internal processes for the award of contracts.

4.2 A measured period of time, around 10 to 12 weeks, is also needed to mobilise the new contact and exit the current contract. This process to migrate to a new contract is essential to maximise continuity of care and ensure seamless transfer of care where this may be required.

4.3 These fixed timelines will be determined and shall be confirmed by the date the contract strategy is finalised and the tenders issued. At this stage it is considered that tenders could be issued around February or March 2022. This would see an anticipated date of new contract starting at the end of September 2022.

4.4 As there would be a gap of between 3 months and 6 months between the end of the current contract and the start of the 2022 contract, interim arrangements for the commissioning of new packages of care would be needed.

4.5 Notwithstanding that the current contract ends 31 March 2022, all existing packages of care will continue and be fully protected. Care need not be interrupted. We will work with all providers to ensure that continuity of care is maximised. The end date of all placements that are “live” on 31 March 2022 will not be determined by the current contract ending. All these individual placements are contracted and can continue.

- 4.6 The new contracting processes would only directly impact on new packages of care starting on or after the 1 April 2022.
- 4.7 For new care packages of care, work will be undertaken with existing providers to establish interim arrangements that would reflect existing processes. During the short contract gap we would ensure that providers experience very little change in how they bid for and access new packages of care.

## 5. Conclusions

- 5.1 Work is progressing to have a new Support at Home contract in place. The original timetable requires to be amended with the new contract anticipated to start at the end of September 2022. A further report will be taken to the IJB with an updated contract timetable, an update on the development of the contract strategy and the mitigation plans to bridge the short gap between the current contract ending and the new contract commencing.

### Resource Implications

The total annual spend across the contracted services is estimated at £30,000,000.

### Impact on IJB Outcomes and Priorities

The contracts will be structured to support the Partnership's agreed vision and priorities.

### Directions

A new Direction or amendment to an existing Direction is not required as a result of the recommendations of this report.

### Legal & Risk Implications

Compliance with Falkirk Council's Contract Standing Orders will minimise risks inherent with high value complex public procurement projects. Other risks will be managed through the development and maintenance of an appropriate risk register.

### Consultation

Scottish Care have been consulted on the change to the contract timetable and have confirmed their support to the proposed changes. Consultation will be undertaken across teams in Social Work Adult Services, with Scottish Care and the private, independent and voluntary sectors. Consultation with these groups and with service users and carers will be central to the development of the contract strategy.

### Equalities Assessment

For the purposes of the Equality Act 2010, an Equalities Impact Assessment will be completed prior to the contract strategy being finalised.

## **6. Report Author**

William McQuillan, Procurement and Performance Manager

## **7. List of Background Papers**

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## **8. Appendices**

n/a