

**ALIGNMENT OF EXTRA CARE CONTRACTS**

*To:* **Adults Committee**

*Meeting Date:* **18 October 2018**

*From:* **Executive Director, People & Communities: Wendi Ogle-Welbourn**

*Electoral division(s):* **All**

*Forward Plan ref:* **2018/074** *Key decision:* **Yes**

*Purpose:* **To outline the case for developing a visioning strategy for extra care across Cambridgeshire and Peterborough.**

*Recommendation:* **The Committee is recommended to agree to:**

- a) The development of the joint extra care visioning strategy.**
- b) To facilitate this work, agree the request for exemptions to align with Peterborough City Council (PCC) contract end dates.**

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<b>1.0</b>	<b>BACKGROUND</b>
1.1	There are currently 16 extra care schemes in Cambridgeshire and each scheme has a care and support contract. There are a range of Care Quality Commission (CQC) registered organisations that provide care in each of the schemes – from large national providers to smaller local organisations. Tendering multiple contracts can be resource intensive and so for this reason in recent years, a number of contracts have been tendered together thereby reducing overall procurement costs.
1.2	To date some of the tendering has been complex as historical issues, such as block contracts have had to be unpicked before the contracts could be tendered as flexible contracts. However, this has resulted in significant savings being made.
1.3	In Peterborough, there are 5 schemes where the City Council tender the care contract and these are due to expire in July 2020.
<b>2.0</b>	<b>JOINT WORKING</b>
2.1	Commissioners at the County Council and Peterborough City Council (PCC) have been sharing information about their respective extra care schemes and each authority has its challenges. Some of the issues are similar and it seemed timely to share expertise and formalise the arrangement to develop a joint visioning strategy and tendering approach.
2.2	Both local authorities have different approaches to the type of service that is tendered. Both authorities have experienced slightly different challenges with the allocation arrangements into extra care and want to review their processes. By working together the intention would be to incorporate the learning of both authorities to improve the allocations processes and ensure that there is a good balance of needs providing a sustainable community within the schemes.
<b>3.0</b>	<b>OTHER OPPORTUNITIES TO SUPPORT OLDER PEOPLE</b>
3.1	As part of the work with PCC, the project will explore opportunities to co-locate other services which support older people including day services. The current day services offer is being reviewed and co-locating some of these in extra care schemes could provide better value for money, make better use of facilities within the schemes and provide an alternative range of activities for people living in the schemes. The intention being to develop the schemes as two-way local hubs. This would also help embed extra care schemes as part of the community and help de-mystify 'extra care' and promote it as a natural choice for those people who need additional care and support to live independently.
<b>4.0</b>	<b>NEW WAYS OF WORKING AND FUTURE DEVELOPMENTS</b>
4.1	One of the challenges with the current schemes is ensuring that the housing and care providers work closely together to help foster a sense of community. In some schemes this works well, in others less so. Developments in technology enabled care (TEC) will

	also impact upon extra care, both in terms of the equipment itself but also in terms of future projected demand. Advances in TEC may change the current projected need for new schemes and even existing schemes may need to be upgraded to incorporate TEC.
<b>5.0</b>	<b>ALIGNING CONTRACTS</b>
5.1	In order to facilitate this work, it will be necessary to seek extensions for a number of extra care contracts with the aim being to align CCC contract end dates into three groups (see Appendix A). The first group consists of ex-CCS (Cambridgeshire Community Services) to end in December 2019. This will be a complex tender as there are a mix of TUPE (Transfer of Undertakings [Protection of Employment]) staff on NHS and local government terms and conditions and a Pension Information Memorandum (PIM) will be required for the ex-local government staff. The PIM provides information about the contribution rate, approach to funding liabilities and a risk assessment to inform Bond/Guarantor decisions.
5.2	The second group of contracts would line up with the current end dates for Peterborough's extra care contracts. In group three, the contract end dates would line up with the contract end dates for two services which are currently out to tender, thereby providing bidders with an opportunity to bid for up to nine schemes.
5.3	Tendering larger groups of services at the same time would be attractive to the market and should result in more competitive responses. Prospective bidders could even opt to bid for groups of schemes which could result in even greater economies of scale.
5.4	The option of a framework for extra care schemes was considered but the advice received was that there would be little difference in terms of the process and the resource required between calling off from a framework and tendering several schemes at a time as currently happens.
5.5	Once the joint Visioning Strategy for Extra Care has been completed, it will be tabled for the respective Councils decision making processes.
<b>6.0</b>	<b>RECOMMENDATION</b>
6.1	It is recommended that the Council works with Peterborough City Council to develop a visioning strategy for extra care which will incorporate a number of work streams, including allocation arrangements and developing existing schemes as two way hubs.
<b>7.0</b>	<b>ALIGNMENT WITH CORPORATE PRIORITIES</b>
<b>7.1</b>	<b>Developing the local economy for the benefit of all</b>
	There are no significant implications for this priority.
<b>7.2</b>	<b>Helping people live healthy and independent lives</b>
	The following bullet point sets out details of the implications identified by officers:

	<ul style="list-style-type: none"> <li>The development of the visioning strategy provides an opportunity to explore the co-location of other services, such as day opportunities. This would make better use of the facilities in some of the schemes and provide an alternative range of activities for people living in the schemes themselves. It would also help to raise the profile of extra care and help embed the schemes as part of the community.</li> </ul>
<b>7.3</b>	<b>Supporting and protecting vulnerable people</b>
	<p>The following bullet point sets out details of the implications identified by officers:</p> <ul style="list-style-type: none"> <li>Extra care housing schemes provide the availability of 24/7 care to support independent living for some of the most vulnerable members of society.</li> </ul>
<b>8.0</b>	<b>SIGNIFICANT IMPLICATIONS</b>
	<p>The following bullet point sets out details of the implications identified by officers:</p> <ul style="list-style-type: none"> <li>The visioning strategy provides an opportunity to review current schemes and to evaluate how the existing commissioning model can be improved to enable older people to live independently and delay and/or reduce the use of residential care.</li> </ul>
<b>8.1</b>	<b>Resource Implications</b>
	<p>The following bullet points set out details of the implications identified by officers:</p> <ul style="list-style-type: none"> <li>Tendering multiple contracts can be resource intensive and a more streamlined approach across both local authority areas would reduce procurement costs and potentially provide greater economies.</li> <li>Bringing the contract end dates into alignment also provides an opportunity to address other issues such as improving the allocation arrangements which would then mean void times for landlords would be reduced and make better use of the current resources.</li> </ul>
<b>8.2</b>	<b>Procurement/Contractual/Council Contract Procedure Rules Implications</b>
	There are no significant implications for this priority.
<b>8.3</b>	<b>Statutory, Legal and Risk Implications</b>
	LGSS Law have advised that provided that the joint commissioning follows a regulated procurement process, legal risks are likely to be low.
<b>8.4</b>	<b>Equality and Diversity Implications</b>
	There are no significant implications for this priority.

8.5	<b>Engagement and Communications Implications</b>
	There are no significant implications for this priority.
8.6	<b>Localism and Local Member Involvement</b>
	There are no significant implications for this priority.
8.7	<b>Public Health Implications</b>
	<ul style="list-style-type: none"> <li>• There is an evidence base that suggests extra care housing can deliver improved health outcomes and improved quality of life.</li> <li>• However, the relationship between building design and quality of life is mediated by the dependency level of participants and scheme size (number of living units). Recent reports show that needs of highly dependent users are not currently supported as well as possible and that particular effort and quality assessment needs to be incorporated into contracts.</li> <li>• Learning to live in an extra care community and negotiating new relationships is not straightforward and evidence indicates that maintaining friendships outside the community become more difficult as capacity declines. Residents require emotional and social support to live through the transition and challenges of becoming older. Awareness of these transitions and targeted supportive approaches are recommended.</li> <li>• In addition to generic recreation activities, the range of activities should be extended to include programs fostering engagement and peer support to provide opportunities for residents to be socially productive and to develop a valued social identity. Volunteer activity facilitators and peer mentoring are recommended to help build new relationships and opportunities for interactive stimulation.</li> </ul>

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Stephen Howarth
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	Yes Name of Financial Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Allis Karim
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Will Patten
<b>Have any engagement and</b>	Yes

<b>communication implications been cleared by Communications?</b>	Name of Officer: Matthew Hall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Will Patten
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Tess Campbell

<b>Source Documents</b>	<b>Location</b>
None	

## Appendix A

<b>Scheme</b>	<b>District</b>	<b>Current contract end date</b>	<b>Proposed contract end date</b>	<b>Annual Contract Value</b>	<b>Value of Exemption</b>
<b>Group One</b>					
Baird Lodge, Ely	East Cambs	Oct 2018	Dec 2019	£298,663	£447,994
Millbrook, Soham	East Cambs	Oct 2018	Dec 2019	£394,411	£594,616
Ness Court, Burwell	East Cambs	Oct 2018	Dec 2019	£289,083	£433,625
Somers Court, Wisbech	Fenland	Oct 2018	Dec 2019	£370,305	£555,458
Eden Place, St Ives	Hunts	Oct 2018	Dec 2019	£187,598	£281,397

<b>Group Two</b>					
Jubilee Court, March	Fenland	Jan 2020	Jul 2020	£188,059	£94,030
Park View, Huntingdon	Hunts	Jan 2020	Jul 2020	£186,830	£93,415
Nichols Court, Linton	South Cambs	Jan 2020	Jul 2020	£179,394	£89,697
Doddington Court	Fenland	Aug 2018*	Jul 2020	£207,480	£397,670

<b>Group Three</b>					
Richard Newcombe Court	Cambridge	Mar 2021	Feb 2023	£194,642	£356,844
Bircham House, Sawston	South Cambs	Aug 2021	Feb 2023	£135,876	£192,491
Willowbank	Cambridge	Aug 2021	Feb 2023	£143,034	£202,632
Richard Newcombe Court	Cambridge	Mar 2021	Feb 2023	£194,642	£373,064
Bircham House, Sawston	South Cambs	Aug 2021	Feb 2023	£135,876	£203,814
Willowbank	Cambridge	Aug 2021	Feb 2023	£143,034	£214,551
Poppyfields, St Neots	Huntingdonshire	Jan 2022	Feb 2023	£168,458	£182,496

\* Exemption being completed for this contract – LGSS Legal advised tender should not proceed before CCG has finalised the lease with the landlord.