

Cabinet Meeting

20 July 2016

Report title	The Joint Commissioning of Independent Living Service	
Cabinet member with lead responsibility	Councillor Sandra Samuels Cabinet Member for Adults	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Linda Sanders, Strategic Director, People	
Originating service	Commissioning, Older People	
Accountable employee(s)	Paul Smith	Head Of Commissioning - Older People
	Tel	01902 555318
	Email	Paul.Smith@wolverhampton.gov.uk
	Kathy Roper	Head of Commissioning - All Age Disability & Mental Health
	Tel	01902 555097
	Email	Kathy.Roper@wolverhampton.gov.uk
Report has been considered by	Strategic Executive Team 28 June 2016 People Leadership Team 20 June 2016	

Recommendation(s) for action or decision:

Cabinet is recommended to:

1. To approve the joint commissioning to facilitate the delivery of a joint equipment service with the Wolverhampton Clinical Commissioning Group (CCG) across health and social care.

1.0 Purpose

- 1.1 To approve the development of a commissioning plan to jointly commission the community equipment element of the Independent Living Service (ILS) with Wolverhampton CCG.

2.0 Background

- 2.1 The Council is progressing an ambitious development of its services in line with the Care Act policy drivers. One of the key strategic objectives is that care is delivered closer to home and that services are designed and commissioned in recognition of people's desire to remain at home. The strategic aim is to support people earlier and reduce, defer and delay the need for more intensive support by having better information, increased alternatives of less intensive care to help our people maintain their lives.
- 2.2 The vision is to commission an integrated community equipment function in its entirety and to showcase technology, aids to daily living and community equipment to the wider public; the model will include demonstration facilities, encourage visitors to 'try before you buy', support the marketing of the citywide Better Care Technology offer, offer guided self-purchase and act as the centrepiece of trusted advice for technology and equipment across the city.
- 2.3 It is intended that all commissioning activity will be progressed with a common set of embedded themes:
- Personalisation
 - Maximisation of the use of Better Care Technology (Telecare)
 - Delivery of the corporate savings objectives
 - Deliver priorities of the Corporate Plan
- **Promoting and enabling healthy lifestyles**
 - **Promoting independence for older people**
 - **Strengthening families where children are at risk**
 - **Enabling communities to support themselves**
 - **Keeping the City Safe**
 - **Challenging and supporting schools to provide the best education**
- 2.4 The ILS is an in-house service which provides social care and health equipment to people in the community for both adults and children. This service is funded by City of Wolverhampton Council (CWC) and Wolverhampton CCG. This has been a joint service for a number of years.

- 2.5 The service provides equipment to residents of Wolverhampton who have difficulties with their daily activities because of disability, illness or old age. The service covers all age groups and is a City wide service.
- 2.6 The service is essential to the prevention of admission to hospital or care facilities by helping to maintain people's independence, health and safety in their own homes and can lessen the need for extensive care packages.
- 2.7 The report will focus on the warehousing, stock management and infrastructure to support the equipment for both social care and health provision which is the community equipment element of the Independent Living Service.
- 2.8 There are a number of elements of ILS that are currently out of scope within the content of this report as outlined below;
- Occupational Therapy –This assessment function will remain within CWC
 - Adaptations – Based within the service and subject to a separate review
 - Sensory equipment
 - Telecare – Based within the service and subject to a separate review

3.0 Current Position

- 3.1 The CCG commission their community equipment service via their community contract with the Royal Wolverhampton Trust (RWT). The ILS also provides the community equipment. This is a historical arrangement that the CCG does not wish to continue. Funding is paid to the CWC from RWT in relation to health related items, such as pressure relieving equipment. These funds contribute towards the running costs of the service proportionate to the level of service provided for health needs, and fund the provision of equipment. This is not a joint budget, RWT make a contribution to the service for specified activities. The provision of health related equipment is managed through the NHS Standard Contract.
- 3.2 Paediatric equipment is provided to families from a number of sources, the CCG fund some paediatric equipment via the ILS, some equipment is provided through education and an element is commissioned via RWT. Having a single equipment service would benefit families and professionals as it would reduce the need to purchase multiple pieces of equipment for children.
- 3.3 In January 2016 the CCG gained approval from Commissioning Committee for the health element of equipment services to go out to tender with a scheduled timeline of contract award of December 2016 and a transition period from January –March 2017.
- 3.4 It is recognised that these services are valued by service users, carers and professionals. As part of the Customer First element of the Council's Business Review Model the gathering of customer feedback via Survey Monkey and face to face interviews has been undertaken. The aim of the project was to gain an understanding of the customer experience/perceptions of the existing service.

4.0 Activity Analysis

4.1 The table below outlines the activity analysis for the service over the period of 2015/16

	Quantity
Total number of items of equipment that were issued in the year	21,022
Total number of items of equipment that were returned in the year	10,953
Total number of items of equipment that were recycled in the year	10,536
Total number of Items of equipment that were scrapped in the year	1,364

5.0 Rationale for Externalisation

5.1 As part of delivering transformation and successful outcomes, the overarching intention is to help people maintain as much control and independence as possible thus achieving and supporting corporate objectives. The impact of equipment and assistive technology is a fundamental aspect of the customer pathway and can bring significant benefits to both social care and health partners, by:

- Enabling people to live in the community for longer
- Reducing the need for care packages
- Reducing residential and hospital admissions
- Facilitating early discharge

5.2 Commissioning social care and health equipment separately would not enable the commissioners or the services to promote independence and well-being or to tackle the demographic pressures which will lead to increased demand for health and social care in the future. This option would mean that the public /users/professionals would see a less effective and efficient equipment service due to the fragmentation of the service .It does not support the philosophy of integration that puts the needs and experience of people at the centre of how services are organised and delivered.

5.3 A jointly commissioned service must incorporate the following principles into any new model and pathways for the delivery. The service must:

- As part of the Better Care Fund have plans to integrate between social care and the NHS by 2017, to be implemented by 2020
- Respond to the funding partners as stated above
- Reflect appropriate risk sharing across partners
- Ensure that financial contributions matches activity
- Be cost effective

- Support customers/patients through their journey of prevention, reablement and specialist care
- Flexible enough to respond to changing demand
- Be compliant with all necessary standards and legislation.

5.4 Based on market intelligence it is believed that efficiencies would be achieved through the procurement of equipment at a more competitive cost by:

- Reducing the number of suppliers
- Rationalising the ordering process
- Reducing the number of requisitions and streamlining of the ordering process

6.0 Commissioning Intentions

6.1 To commission a local integrated service that can provide all community equipment to meet the assessed needs of children and adults, and provide a local service that other organisations e.g. education, RWT can also purchase equipment from, thereby achieving value for money and local expertise.

7.0 Financial implications

7.1 The annual budget for the Independent Living Service is £1.9 million. The amount of budget that would be applicable to the services within the scope of this report, and therefore available for the provision of an externalised equipment service, is £1.3 million.

7.2 The budgeted income contribution from RWT of £574,000 and corresponding activity has been excluded. This is not a pooled budget arrangement and the CCG does not wish to continue this arrangement.

7.3 Market intelligence suggests that efficiencies would be generated through externalisation of services. However, further work needs to be undertaken to identify the potential impact on the budget.

[AJ/11072016/H]

8.0 Legal implications

8.1 The externalisation of the community equipment element of the ILS and commissioning of the service with Wolverhampton CCG is designed to assist the CWC implement the provisions of the Care Act 2014, with regard to delivering care and services in the community, either at or closer to the service users' homes.

8.2 Due to the fact that the Independent Living Service is to be externalised, there is the strong likelihood that the existing staff will be subject to the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"), as amended by The Collective Redundancies & Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014, thereby protecting their employment rights.

8.3 The Council's Contract Procedure Rules require all procurements to be tendered in line with the Public Contract Regulations 2015 and the its own CPR rules. The Public Contract Regulations 2015 does allow for joint procurement however all contracting authorities concerned in the procurement shall be responsible for fulfilling the obligations under the Regulations.

[RB/11072016/A]

9.0 Equalities implications

9.1 An initial equality screening has been undertaken which shows there is some evidence of lower take up by men and there are some equality monitoring gaps with the present approach. These equality issues will be addressed by the new approach so that Councillors can be confident that the proposal will meet the legal obligations of the bodies entering into this joint work.

10.0 Environmental implications

10.1 There are no environmental implications associated with this report.

11.0 Human resources implications

11.1 There are human resource implications associated with this report. The recommendations will be implemented in line with the Council's Human Resources Policies and Procedures and negotiations with Trade Unions. If any of these services are subject to TUPE implications there may be associated costs.

12.0 Corporate landlord implications

12.1 The ILS operates from Units 4-6 Racecourse Road, Dunstall Hill and this building is leased by the Council on a five year term commencing on 27 January 2015 for an annual rent of £51,000, increasing to £55,000 by 2018. Major adaptation works were carried out to the building to accommodate the ILS service.

12.2 The Council has the option to terminate the lease on 26 January 2018 and would need to provide notice of six months prior to this date. There would be the requirement for the CWC to remove all the furniture and fittings prior to lease termination. The estimated termination cost for the lease is £200,000.

12.3 The Council will be subject to dilapidations (cost yet to be determined) at the end of the lease as there is a requirement to return the premises in the same state that the property was in before occupation.

12.4 There is a possibility of being able to sub-let the building to a tenant; however this is unlikely given the short lease that would potentially be available.

12.5 Until the point of either a sub-lease or lease termination the Council will be liable for the annual rent, business rates and running costs.

13.0 Schedule of background papers

13.1 N/A