



Report to Policy Committee

Author/Lead Officer of Report: Dani Hydes, Deputy Director of Quality, Sheffield Integrated Care Board; Michelle Glossop, Service Manager, Adult Health and Social Care

Tel: 0114 305 1418

Report of: Director Adult Health and Social Care

Report to: Adult Health and Social Care Policy Committee

Date of Decision: 19th December 2022

Subject: Commissioning of Citywide Care at Night Services

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 346				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

Purpose of Report:

To note the extension for a further six-month (31st March 2023 to 30th September 2023), of the jointly commissioned Sheffield City Council and the South Yorkshire Integrated Care Board, Sheffield Place arrangements for provision of the Night Care Visiting Service.

The extension of the contract will also enable organisations to undertake activities and actions and full consideration through an options appraisal to determine the best, viable commissioning, and procurement model approach and, ensure minimal disruption to individuals and whilst other key commissioning activity of the new Care and Wellbeing service takes place.

Recommendations:

It is recommended that the Adult Health and Social Care Policy Committee:

1. Note the extension of the current Care at Night Service until the 30th of September 2023.
2. Endorse the proposal for an options appraisal and agree that the outcomes of the options appraisal and proposals for recommissioning of Care at Night Services are progressed.

Background Papers:

The details of the background relating to the joint commissioning and procurement of the of the Night Care Service was set out in the report approved by Cabinet on the 18th of October 2018 [Approved Decision October 2018](#).

Appendixes

Appendix 1 – Care at Night Eligibility Criteria

Appendix 2 – Equalities Impact Assessment

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Judith Town SY ICB</i>
		Legal: Patrick Chisholm, Service Manager
		Equalities & Consultation: <i>Ed Sexton</i>
		Climate:
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Alexis Chappell, Director of Adult Social Care</i>
3	Committee Chair consulted:	<i>Councillors George Lindars-Hammond and Angela Argenzio</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Dani Hydes</i> <i>Michelle Glossop</i>	Job Title: <i>Deputy Director of Quality, SY Sheffield Place ICB</i> <i>Service Manager, Adult Health and Social Care</i>
	Date: 23 rd November 2022	

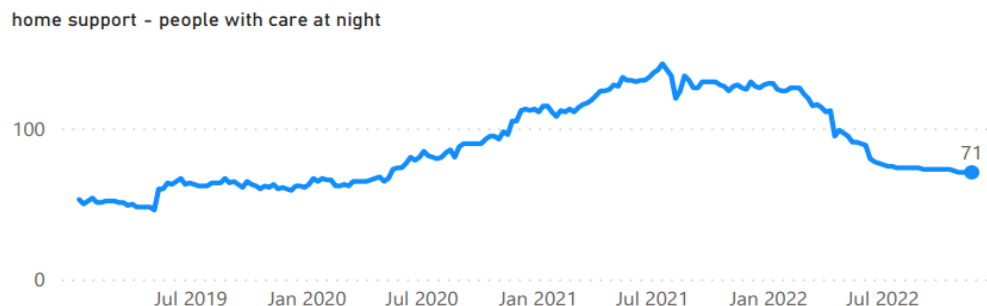
1. PROPOSAL

- 1.1 The [Adult Health and Social Care Strategy](#) and accompanying [Delivery Plan](#) set out our vision for 2022 to 2030. Called 'Living the life you want to live', it's about how we work together to help the people of Sheffield to live long, healthy and fulfilled lives.
- 1.2 The development of care at night services aligns to delivery upon Commitment 1 - *Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed*. It is also a key part of our long term support within our [Adult Social Care Target Operating Model](#) which was approved at Committee on 16th November 2022.
- 1.3 The Council must provide care services, which provide support with 'activities of daily living' for adults living in their own homes. This includes delivery of support and care to individuals during the night who need this support. The existing Care at Night Contract is due to expire in March 2023.
- 1.4 A decision was made at the Cooperative Executive on 17th October 2018 to approve the joint management and commissioning of a [Care at Night Service](#). The service was subsequently procured jointly by Sheffield City Council and formerly NHS Sheffield CCG (now SY ICB, Sheffield place, with the NHS taking lead in the procurement exercise.
- 1.5 The successful Provider via contract award was Green Square Accord (formerly Direct Health), until the contract was temporarily novated over the Bluebird in December 2021 in response to Green Squares Accord giving notice to terminate and ending the contract due to capacity and ongoing delivery concerns. Since this time Bluebird have continued to be the sole provider of the service.
- 1.6 During the provision of the service, there has been significant learning in relation to support needs of individuals, the offer in relation to night care and referrals from agencies. It's been recognised that there are different support needs of those who require nursing and those who require social care and the need for clear criteria in relation to use of care at night services to maximise and best use the resource.
- 1.7 Significant learning has also been adopted from the [recommissioning of care and wellbeing services](#), which was approved at Committee on 15th June 2022, specifically relating to the need for support which is culturally appropriate and based on the foundations of outcomes, strength, and enablement-based practice so that individuals and families can have positive experiences of care.

1.8 In addition to the learning, there has also been considerable improvement activity undertaken as a partnership across the Council, NHS Integrated Care Board and Sheffield Teaching Hospitals. This has led to key improvements as follows:

- Reducing waiting list for access to Care at Night support – the number of people waiting is 0 at December 2022 compared with 23 people 12 months ago.
- Providers empowered to work with people receiving support to review and amend care to reflect the changes in their health and wellbeing.
- Dedicated Care Manager to support timely reviews of those people receiving a service, where their needs or circumstances may have additional complexities.
- Collaborative working across Health and social care practitioners with better outcomes for people using the service.
- Development of eligibility criteria for access to the social care aspect of Care at Night aligned with the [National Eligibility Criteria for Social Care](#). This is noted at Committee today.

1.9 The pandemic impacted significantly on usage of care at night services as demonstrated below and with that expenditure on the service. As social care moves towards recovery and implementing the improvement actions, the need for care at night support is reducing as demonstrated below and this subsequently impacts on what consideration of future need is.



1.10 The learning and improvement activity has built a solid foundation of integrated operational and strategic partnership working across health and care and this provides a positive foundation for looking at a future model.

1.11 To determine a future model of Care at Night Services which delivers improved outcomes for people, an options appraisal is proposed aligned to the development and implementation of the new Care and Wellbeing Service, [Adult Social Care Target Operating Model](#) approved at Committee on 16th November 2022 and joint health and care delivery.

- 1.12 Consideration will be given to the extensive work undertaken to establish the joint service and the challenges and learning outcomes since the current contract has been in situ. It will also review the previous due diligence work undertaken, and whether this is still appropriate to inform the future commissioning model and procurement of services for people requiring a Care at Night Service.
- 1.13 In summary, the options appraisal will look at:
- What is the current impact on individuals and family members and what is the learning for the future?
 - How would a future model deliver joined up seamless care aligned to recommissioning of care and wellbeing, supported living and day services underway?
 - Is the current specification fit for purpose?
 - What is the current demand? Should growth be considered i.e., consideration of seasonal increases and demand?
 - How will the service be delivered within financial envelope available?
 - Are the current contractual arrangements and delegated authorities still fit for purpose i.e., current governance arrangements.
 - Procurement strategy, timeframes inclusive of mobilisation
- 1.14 Whilst the options appraisal is completed, an extension, within the existing commissioning strategy, has been provided for the current contract for a period of 6 months from March 2023 to October 2023 to maintain service stability over winter.
- 1.15 The extension will enable a programme of activities and actions to be completed, inclusive of an options appraisal to propose a future model for Care at Night Services. It's proposed to bring the outcomes of the options appraisal and proposals for recommissioning of Care at Night Services to March 2023 Committee for approval.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 Future proposals will be aligned to the city's shared principles, strategies, and priorities to ensure delivery of services through commissioning arrangements that reduce inequalities in our communities. A key priority is to ensure that there is capacity in high quality services to support safe and timely discharges from an acute hospital setting as well as support independence and avoid an unnecessary early admission to a 24-hour care setting or hospital setting and to reduce the burden on family carers.
- 2.2 Review and learning has resulted in improvements in the contract management processes and arrangement including ensuring Provider regular reviews of need from both a health and social care perspective and regular reporting of activity and demand from the Provider to meet service and contractual requirements will also help inform the revised commissioning approach to ensure the service can continue to meet the

challenges and changing patterns in demand, particularly to meet surge and future growth requirements.

- 2.3 Consideration will also be given to the level of investment required from both organisations to deliver fair and equitable outcomes relating current provider market costs and so that the impact of funding restrictions do not impact on the end user.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 Extensive consultation was undertaken to inform the joint commissioning proposals and the outcomes captured as part of the city-wide consultation around the new Care and Wellbeing Service, which was approved at Committee on 15th June 2022. This will help inform service design for the recommissioning of the Care at Night Visiting Service.
- 3.2 Information captured through the ongoing contract and quality monitoring process along with feedback from individuals and providers captured will inform future proposals and service design. Therefore, it is not intended to undertake another city-wide consultation exercise as part of the recommissioning of the service.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 The Equality Impact Assessment developed for the original commissioning proposals will continue to be reviewed to ensure it takes account of subsequent changes such as the novating of the contract to a single provider and this contract extension. As the proposal is to continue current arrangements for a further six months, no new impact is expected for people.
- 4.1.2 The extension of the contract has no overall negative impact on individuals who receive support. The contract continues to be closely monitored to ensure that the quality and capacity is adequate and meets current demand levels.

4.2 Financial and Commercial Implications

- 4.2.1 The gross budget for this contract is £642k with £263k coming from the ICB. At present the contract is operating within that budget and there is no reason to believe that position will change.
- 4.2.2 There are no short term financial and commercial implications relating to the extension of the contract. Full consideration will be given to the affordability and viability of any proposal and recommendation and will include financially modelling, demand and growth implications.

4.2.3 Any commercial implications including in the procurement of the services will be fully considered as part of the exercise.

4.3 Legal Implications

4.3.1 The extension of the contract for a further 6 months does not have any legal implications as there is no change to the current contractual requirements during this time and an extension is within the current permissible contractual arrangements. The extension will allow the Council to continue to provide support with activities of daily living in compliance with our statutory duties.

4.3.2 There are no immediate legal implications arising from the proposal for a options appraisal. Any implications arising from the recommended approach following the options appraisal will be set out at that time.

4.4 Climate Implications

4.4.1 A full CIA assessment is not required at this stage due to the short-term nature of the extension and there is no change in the delivery of the service.

4.4.2 A CIA will be considered as part of any new commissioning proposals and recommendations which will help identify any potential impact and any mitigating actions or measures to reduce impact. Any considerations will also be set in the contractual requirements for future providers.

4.5 Other Implications

4.5.1 The extension of the contract does not bring about any other implications. Full consideration of any other implications will be set out in the future commissioning proposals and recommendations.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 The option of “do nothing” was considered. However, given that the current contract will end in March 2023 and a recommissioning of care and wellbeing services is underway there is no longer an option to do nothing.

5.2 The extension of the contract will provide the opportunity to review the current delivery model and build upon the learning and partnerships built over this last 5 years. It provides an opportunity to take account of the joint ambitions and priorities of the Council and ICB Sheffield as well as learning from the new city-wide Care and Well Being Service which will be implemented in summer of 2023.

6. REASONS FOR RECOMMENDATIONS

6.1 The extension of the contract will enable organisations to undertake activities and actions and give full consideration through an options appraisal to determine the best, viable commissioning, and procurement

model approach and, ensure minimal disruption to individuals and whilst other key commissioning activity of the new Care and Wellbeing service takes place.