



Author/Lead Officer of Report: Catherine Bunten,
Assistant Director Commissioning & Partnerships

Tel:

Report of: Strategic Director Adult Care and Wellbeing

Report to: Adult Health and Social Care Policy Committee

Date of Decision: 20th September 2023

Subject: Homecare: Care and Wellbeing Service Contract & Discharge Provision

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	✓	No		
If YES, what EIA reference number has it been given? 2332					
Has appropriate consultation taken place?	Yes	✓	No		
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	✓	No		
Does the report contain confidential or exempt information?	Yes		No	✓	
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -					
<p><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“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”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></p>					

Purpose of Report:

The purpose of this report is to update Committee on the award of contract for the delivery of Care and Wellbeing Services for adults delivered within their own homes at approximately 38,500 hours. These services are also known as ‘homecare’. It sets out the transition and mobilisation plan to the new contracts.

The report also asks Adult Health and Social Care Policy Committee to note the extension to extend the short-term contracts for Homecare provision for 9 months to ensure we have a stable market through our transition plan, and with that ensure continuity of care for the people we support.

The report also provides an update on the provision of homecare hours to support the Hospital Discharge and Urgent Care Delivery Plan, and the delivery plan to ensure sufficient homecare hours over the winter.

Recommendations:

It is recommended that Adult Health and Social Care Committee:

1. Notes the award of contracts for the Care and Wellbeing Services (Homecare) to deliver of approximately 38,500 hours per week at a cost of £42m per annum (pending any 24/25 fee uplift).
2. Notes the activation of the 6month extension period provided within the current short-term Homecare Call-off contracts, thereby extending existing contracts from 7th January 2024 to 6th July 2024 to support planned transition and continuity of care.
3. Notes the context and development of Homecare capacity planning to support hospital discharge.

Background Papers:

Appendix 1 – Equalities Impact Assessment

[Transforming Home Care in Sheffield](#) Education, Health, and Care Transitional Committee – 2nd December 2021

[Recommissioning Homecare Services](#) Adult Health and Care Policy Committee, 15th June 2022

[Future Design of Adult Social Care](#) Adult Health and Care Policy Committee, 15th 16th November 2022

[Hospital Discharge and Urgent Care Delivery Plan](#), Adult Health and Care Policy Committee, 14th June 2023

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: Liz Gough
		Legal: Sarah Bennett
		Equalities: Ed Sexton
<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:	Alexis Chappell
3	Committee Chair consulted:	Councillor Angela Argenzio
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: Catherine Bunten	Job Title: Assistant Director Commissioning and Partnerships
	Date: 8th September 2023	

1. PROPOSAL

1.1 The Council must provide home care services, which provide support with 'activities of daily living' for adults living in their own homes.

1.2 The provision of outcome focused, personalised and high-quality Homecare is one of the foundations of our approach to supporting people to live independently and well in their home and to return home from hospital.

Care and Wellbeing Service Contract

1.3 Following approval at Adult Health and Social Care Committee in June 2022, the Council began procurement for our new Care & Wellbeing Service model. The new Care and Wellbeing Service contract will run for 7 years, with an option to extend by a further 3 years.

1.4 This procurement has provided an opportunity to re-model the provision of home care services in the city, seeking to mitigate existing issues affecting quality and efficiency, create stability of provision across Sheffield, and create the foundations for improved experience for people, families, carers, and our care workforce. It will also set out an approach for generating greater collaboration across health and care services as well as developing career pathways for care workers in the City.

1.5 We had originally anticipated that our new Care and Wellbeing Service would go live early in the 2023/24 financial year. However due to the success of our market engagement, we received a far higher than anticipated demand from prospective providers with 48 tender submissions received.

1.6 Due to the meaningful change this procurement will deliver for citizens of Sheffield, it is crucial that we are able to select providers of the highest quality through a robust, transparent, fair, and equitable evaluation process, with the aim of delivering the best possible outcomes and service experience for people in Sheffield. Officers have now reached the end of the evaluation process and are seeking to award contracts.

1.7 Average homecare delivery in the last 12 months has been approximately 38,800 hours per week. This includes both delivery through our existing contract arrangements and through Direct Awards. This is 4,800 hours more than we had anticipated when permission for the commissioning strategy was agreed in June 2022.

1.8 These hours are also inclusive of discharge packages, which currently account for around 2,250 hours per week. The hours applied to support people to be discharged are anticipated to increase to 2,803 hours through winter to ensure people can be discharged in 24 hours after being medically fit, as set out in the [Hospital Discharge and Urgent Care Delivery Plan report](#) (Adult Health and Care Policy Committee, 14th June 2023).

1.9 Outside of homecare delivery supporting Hospital discharge, and more specialist packages of care which may fall outside of the Care and Wellbeing

specification, we are still anticipating an average of 34,000 weekly hours in the long term.

1.10

We anticipate that the weekly hours overall delivered will continue to reduce in the coming months, including through our ASC strategy and approach to maximise independence and be outcomes focused.

1.11

As the new Care and Wellbeing contract and delivery model embeds, and through implementation of our Trusted Reviewer model, we also anticipate that our average package size will reduce, and we will gain improved stability over time, both in terms of the market capacity to deliver, and financial planning such that delivery will be within the available budget going forward.

1.12

Whilst we recognise that there will always be a need for purchasing arrangements alongside the new Care and Wellbeing Contract, for example for highly complex support needs, most Home Care will be provided through this new contract, and we will continue to see the volume of Direct Awards fall.

1.13

Adult Health and Social Care Committee are asked to note the award of contracts to this volume.

1.14

To ensure that we have a sustainable and responsive market across the Winter and reflecting the context of the Hospital Discharge and Urgent Care Delivery Plan, we will be supporting a longer contract mobilisation process and expect to be live with the new contract in the new financial year.

1.15

Our priority is to ensure continuity and responsive care, and we will be ensuring the right capacity is in place to provide oversight and assurance of the transition to the new contracts. This includes a dedicated homecare commissioning team and service manager focused on managing the transition and contracts.

1.16

Adult Health and Social Care Committee are therefore asked to note the activation of the 6-month extension period provided within the current short-term Homecare Call-off contracts, thereby extending said contracts from 7th January 2024 to 6th July 2024.

Hospital Discharge and Urgent Care Delivery Plan: Provision of Homecare Capacity

1.17

The provision of homecare is critical to support effective hospital discharge. Improvements have been made over the last year in our pathways and the timeliness of package pick up, but we are keen to do more to deliver outstanding services and support for citizens of Sheffield.

1.18

As set out in the [Hospital Discharge and Urgent Care Delivery Plan](#) report to Adult Health and Care Policy Committee on 14th June 2023, we are working with the current independent sector to ensure that we have capacity in place to support timely discharge.

- 1.19 Over the next 6 months, officers will be working in partnership with homecare providers and health partners to:
1. Test and develop the referral information and pathways needed for the independent sector to provide support within 24 hours of a person being medically fit for discharge in line with our discharge model.
 2. Test and develop the independent sector's ability to provide a 7-day service therefore increasing responsiveness and support for people to be discharged from hospital. This alongside testing new models of delivering out of hours support for the sector.
 3. Increase care assessor and care worker capacity to support Winter pressures.
- 1.20 We are securing and monitoring additional homecare hours to meet the estimated demand from Hospital of 2,782 per week following on from approval of the Better Care Fund funding to deliver additional homecare and new discharge model approved at Committee in June 2023.
- 1.21 The extension of current contracts for the requested period will support us to deliver this developmental work alongside the transition and mobilisation of the new Care and Wellbeing Contract.
- 1.22 Learning from the Hospital Discharge and Urgent Care delivery plan will inform future commissioning strategies to support discharge, with an options appraisal for delivery models returning to Committee in the new year.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The Care and Wellbeing Services contract for the provision of homecare will contribute to the Adult Social Care Strategy, 'Living the Life You Want to Live'¹.
- 2.2 The delivery of homecare, both through our new Care and Wellbeing Services contract and through our Hospital Discharge Delivery Plan aims to improve quality and impact, establish a more sustainable social care market, and improve our workforce offer. The contribution made is set out more fully in the report to Adults Health and Care Policy Committee on 15th June 2022: [Recommissioning Homecare Services](#).
- 2.3 The proposal supports the delivery of our key performance indicators, including ASCOF measures, local outcomes and the 'I statements' signifying success of our ASC Strategy. These are provided in the Adults Strategy Delivery Plan Update report, 20th September 2023.
- 2.4 The proposals in the report contribute to Adult Social Care performance against the CQC Assessment Framework for Local Authorities, specifically:
- Theme 1: Working with people
 - Theme 2: Providing support

¹ <https://www.sheffield.gov.uk/home/social-care/our-vision>

- Theme 3: How the local authority ensures safety within the system

2.5 The contract also supports a broad range of strategic objectives for the Council and city, and is aligned with existing policies, commitments and needs analyses, including:

- *ASC Workforce Development Strategy*
- *Safeguarding Delivery Plan*
- *Joint Strategic Needs Assessment (JSNA) which highlights both an ageing population and an increasingly diverse population*
- *Race Equality Commission*, with providers expected to support all recommendations and actions, including, for example, contributing to the Council's equality dataset for workforce, staff networks, and anti-racism training. The proposal additionally specifically contributes to Recommendation 3: Inclusive Healthy Communities: Wellbeing and Longevity for All.
- *Unison Ethical Care Charter*²: signed up to by the Council in 2017³, the Charter 'establishes a minimum baseline for the safety, quality and dignity of care' & *GMB Ethical Home Care Commissioning Charter 2022*⁴
- *Ethical Procurement Policy*⁵: driving ethical standards and increasing social value for the city through procurement.
- The contribution made to Sheffield's Climate Emergency can be found in the *Climate Impact Assessment*.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 Market & Citizen Engagement

Extensive market and citizen engagement has been conducted in the development of the service, as set out in the Background papers to this report.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

4.1.1 Decisions need to consider the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010. This is the duty to have due regard to the need to:

- eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

² [On-line-Catalogue220142.pdf \(unison.org.uk\)](https://www.unison.org.uk/sites/default/files/2022-10/On-line-Catalogue220142.pdf)

³ <https://www.unison.org.uk/news/article/2017/10/sheffield-charter/>

⁴ <https://www.gmb.org.uk/sites/default/files/2022%20Care%20Commissioning%20Charter.pdf>

⁵ [Ethical Procurement Policy.pdf \(sheffield.gov.uk\)](https://www.sheffield.gov.uk/sites/default/files/2022-09/Ethical%20Procurement%20Policy.pdf)

4.1.2 The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

4.1.3 An Equality Impact Assessment has been completed and is summarised the report to Adults Health and Care Policy Committee on 15th June 2022: [Recommissioning Homecare Services](#). This EIA has been reviewed and refreshed and is attached at Appendix 1. There is expected to be an overall positive impact through new model of care

4.2 Financial and Commercial Implications

4.2.1 The available budget for Home Care, including Direct Awards in 23/24 is £41.4m. At the current rate of £21ph, this would allow for 37,912 weekly hours.

4.2.2 In 23/24, the Council has an additional £3.06m funding to support Discharge delivery; a further 2,803 weekly hours (40,715 in total).

4.2.3 The existing short-term Homecare Call-off contracts will not require any contractual changes to facilitate the extended period.

4.2.4 The new Care and Wellbeing Service contracts are designed to inherently accommodate the transitional elements outlined within this report and all participating providers are aware of intentions. However, the transformation schedule and supporting activities will require revisiting to reflect and align to the revised implementation period.

4.3 Legal Implications

4.3.1 Under the Care Act 2014, the Council has a duty to meet the eligible needs of those in its area and it may do this through Council- arranged services. The nature of this duty means that the service is essentially demand-led. However, the Council can manage the resulting cost pressures, including through the procurement and contracting processes, and through the management of the resulting contracts.

4.4 Climate Implications

4.4.1 The contribution made to Sheffield's Climate Emergency can be found in the Climate Impact Assessment to the report to Adults Health and Care Policy Committee on 15th June 2022: [Recommissioning Homecare Services](#).

4.5 Other Implications

4.5.1 The wider implications noted in the report to Adults Health and Care Policy Committee on 15th June 2022: [Recommissioning Homecare Services](#) remain unchanged.

4.6 ALTERNATIVE OPTIONS CONSIDERED

4.6.1 Not applicable

5. REASONS FOR RECOMMENDATIONS

5.1 The current contracts for Home Care services will expire in October 2023 and the extension must be put in place to ensure that the service continues after that date to fulfil our statutory duties whilst award and mobilisation is undertaken.

5.2 It is important that new contracts are awarded reflecting current delivery to ensure providers plan effectively, and mobilisation supports continuity of care.

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