



Delegated Decisions by Cabinet Member for Adult Social Care

***Tuesday, 17 September 2024 at 9.00 am
Room 3 - County Hall, New Road, Oxford OX1 1ND***

If you wish to view proceedings, please click on this [Live Stream Link](#).
However, that will not allow you to participate in the meeting.

Items for Decision

The items for decision under individual Cabinet Members' delegated powers are listed overleaf, with indicative timings, and the related reports are attached. Decisions taken will become effective at the end of the working day on 25 September 2024 unless called in by that date for review by the appropriate Scrutiny Committee.

Copies of the reports are circulated (by e-mail) to all members of the County Council.

These proceedings are open to the public

A handwritten signature in blue ink that reads "Reeves".

Martin Reeves
Chief Executive

September 2024

Committee Officer: **Committee Services**
E-Mail: committeesdemocraticservices@oxfordshire.gov.uk

Note: *Date of next meeting: 16 October 2024*

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

Items for Decision

1. Declarations of Interest

See guidance below.

2. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet Member's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

3. Petitions and Public Address

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

Requests to speak must be submitted by no later than 9am four working days before the meeting. Requests to speak should be sent to committeesdemocraticservices@oxfordshire.gov.uk.

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

4. Minutes of the Previous Meeting (Pages 1 - 2)

To confirm the minutes of the meeting held on 16 July 2024 to be signed by the Chair as a correct record.

5. Live Well at Home Framework (Pages 3 - 16)

Cabinet Member: Adult Social Care

Forward Plan Ref: 2024/241

*Contact: Izzie Rockingham, Commissioning Manager - Improve and Enable
(Isabel.Rockingham@oxfordshire.gov.uk)*

Report by Director of Adult Social Care (**CMDASC5**).

The Cabinet Member is RECOMMENDED to:

- a) **Approve the proposal for Adult Social Care to take advantage of the opportunity to extend the current Live Well at Home (LWAH) Framework for reablement, long term home care and Extra Care Housing by a further 2 years from 1 April 2025 – 31 March 2027 (contract value £67.6m). This extension includes plans for a 1-year review to inform next steps from April 2027.**

6. Specialist Dementia Bed Block Provision - July 2023 (Pages 17 - 22)

Cabinet Member: Adult Social Care

Forward Plan Ref: 2024/239

Contact: Sakina Bi, Commissioning Manager (Sakina.Bi@oxfordshire.gov.uk)

Report by Director of Adult Social Care (**CMDASC6**).

The Cabinet Member is RECOMMENDED to

- a) **Endorse the decision of the Director of Adult Social Care to approve the funding for a 20-bed block contract with Vale House care home in Oxford for the supply of Nursing specialist care home beds to manage the needs of individuals who present with complex dementia and/or mental health issues and who require a care home bed in Oxfordshire.**
- b) **Endorse the decision of the Director of Adult Social Care to approve the contract award to Vale House following a procurement exercise. Contract to commence from 01 July 2023 for 1 year with the option to extend for a further year.**

7. Specialist Dementia Bed Block Provision - July 2024 (Pages 23 - 28)

Cabinet Member: Adult Social Care

Forward Plan Ref: 2024/240

Contact: Sakina Bi, Commissioning Manager (Sakina.Bi@oxfordshire.gov.uk)

Report by Director of Adult Social Care (**CMDASC7**).

The Cabinet Member is RECOMMENDED to

- a) **Endorse the decision of the Director of Adult Social Care to extend the contract with Vale House for nursing specialist care home beds from 01 July 2024 to 30 June 2025.**

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

Members Code – Other registrable interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registrable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships
- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.

- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Members Code – Non-registrable interests

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

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Agenda Item 4

DELEGATED DECISIONS BY CABINET MEMBER FOR ADULT SOCIAL CARE

MINUTES of the meeting held on Tuesday, 16 July 2024 commencing at 9.00 am and finishing at 9.05 am

Present:

Voting Members: Councillor Tim Bearder – in the Chair

Officers: Jack Ahier (Democratic Services Officer), Bhavna Taank (Lead Commissioner – Live Well).

The Cabinet Member considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, and decided as set out below. Except as insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

14 **DECLARATIONS OF INTEREST**

(Agenda No. 1)

There were none.

15 **QUESTIONS FROM COUNTY COUNCILLORS**

(Agenda No. 2)

There were none.

16 **PETITIONS AND PUBLIC ADDRESS**

(Agenda No. 3)

There were none.

17 **RECOMMISSIONING OF LEARNING DISABILITY RESPITE SERVICES**

(Agenda No. 4)

The Chair introduced the item to the meeting.

The Chair thanked officers for their work and agreed to the recommendations in the report.

RESOLVED to:

- a) **Agree the recommissioning and procurement of the Learning Disability Respite Service which has been co-designed with people who have lived experiences (experts by experience) and their carers and family**

members. The new service will be known as the Adult Short Breaks Service. We will invite providers to bid up to £1,203,500.00 per annum, with an additional payment internally to the properties team for the accommodation and annual property maintenance costs. This equates to a total budget of £1,303,500.00. The contract will be for five years with the option to extend for a further three years, commencing 01 April 2025.

**18 STYLE ACRE (HENLEY-ON-THAMES) LEARNING DISABILITY
SUPPORTED LIVING EXTENSION**
(Agenda No. 5)

The Chair introduced the item to the meeting.

The Chair thanked officers, Style Arce and stated that he looked forward to continuing working together.

The Chair agreed to the recommendations in the report.

RESOLVED to:

- a) Agree to Style Acre supported living contract extension award using the maximum available contract extension provision within the contract, of 5 years (60 months). The hourly rate for the contract is £22.91, and annual uplifts will be in accordance with the contract price review mechanism. Predicated annual spend is £806,022.25.**

..... in the Chair

Date of signing 17/09/2024

Divisions Affected – N/A

DELEGATED DECISIONS BY CABINET MEMBER FOR ADULT SOCIAL CARE

17 September 2024

Contract Extension for the Live Well at Home (Adults) Framework

Report by Director of Adult Social Care

RECOMMENDATION

The Cabinet Member is **RECOMMENDED** to:

- a) **Approve the proposal for Adult Social Care to take advantage of the opportunity to extend the current Live Well at Home (LWAH) Framework for reablement, long term home care and Extra Care Housing by a further 2 years from 1 April 2025 – 31 March 2027 (contract value £67.6m). This extension includes plans for a 1-year review to inform next steps from April 2027.**

Executive Summary

1. The Live Well at Home (LWAH) Framework is the mechanism through which Oxfordshire County Council provides the following services for our residents:
 - Lot 1A Reablement and Homecare following hospital admission
 - Lot 1B Homecare following community referral
 - Lot 2 Extra Care Housing (care provision)
2. Delivery of these services is part of the Council's statutory duty under the Care Act 2014 to provide care and support for people at home. These services also make up our 'Home First' approach which brings together the above services to support our residents to live independently at home for longer.
3. The initial 4-year term of the LWAH Framework began on 18th August 2021 and ends on 31st March 2025. The Framework can be extended for a maximum of 3 years and the Council must notify all care providers of any extension to the Framework by 30th September 2024.
4. This paper provides an overview of the Framework, the services within it and performance to date. It concludes that the Framework is increasingly meeting the growing demand for home support and is delivering positive outcomes for

our residents. It also highlights some key areas of development which could improve the effectiveness and efficiency of the Framework.

5. Our recommendation is to extend the whole LWAH Framework for a further 2 years from April 2025. This will ensure that our residents receive continuity of service, while we undertake a full 1-year review of the Framework, concluding in September 2025, to enact identified improvements and inform our next steps from April 2027. Depending on the outcome of this review, this 2-year extension could include a procurement exercise to replace the Framework from April 2027.

Decision table

Board	Date	Decision
Commercial Board	22 nd August 2024	Agreed
Adult Social Care Directorate Leadership Team	2 nd September 2024	Agreed
Joint Commissioning Executive	12 th September 2024	
Key decision at Cabinet	17 th September 2024	

Contract Details

Introduction

6. Per paragraph 3, the Council has a statutory responsibility to support people at home, following an assessment of their needs.
7. Aligned with this, the Oxfordshire Way – our vision for Adult Social Care – is to support people to live well in their community, remaining fit and healthy for as long as possible. This support should be personalised, strengths-based and community-focused.

Background

8. The LWAH Framework was developed following a comprehensive review of homecare provision in Oxfordshire in 2019/2020 and an extensive consultation with the Oxfordshire market and other stakeholders. The review and eventual LWAH model focussed on achieving three main goals: improving individual outcomes, delivering better value for money, and improving the efficiency system flow.
9. Existing long-term packages of home support were not transferred to new providers at the commencement of the LWAH Framework, meaning that individuals' continuity of care was maintained and the market share of LWAH Framework providers has grown over time (see illustration at paragraph 23).
10. The Framework also intended to develop longer term strategic relationships with providers across identified 'zones' within the county. The zonal model was

implemented to ensure coverage of providers across all areas, create more cost-effective 'care runs' and develop provider leadership to support local market oversight, development and innovation across the 3 key areas of home support, as described below.

a) Lot 1A – Reablement and Homecare

11. Reablement and Homecare are key to supporting independence in Oxfordshire. These services enable people to return home as quickly and as safely as possible following an in-patient stay. They can also prevent or delay admission or readmission to hospital, thus reducing the use of inpatient hospital care. This is aligned with our 'Home First' approach.
12. To deliver this provision, the county is divided up into 5 zones, each with an allocated Strategic Provider (SP). The SPs provide Reablement and any follow-up long-term homecare if required. This provision was built into the Framework to provide continuity and reduce the number of transitions between care which, in turn, improves people's experience and care outcomes.
13. Contractually, an SP is expected to be a leader in their zone, picking up 100% of new reablement and homecare packages and shaping the local market. Shadow providers – those who were not successful in tendering to become an SP – support delivery gaps where necessary. The zonal and provider structure for Lot 1A is as follows:

Reablement Zone	Strategic Partner	Shadow Provider
1 - Cherwell	Care Outlook LTD	Shadow 1 - All Care
		Shadow 2 - Mega Resource
		Shadow 3 - N/A
2 - Oxford	Eleanor Nursing and Social Care LTD	Shadow 1 - Agincare
		Shadow 2 - Care Outlook
		Shadow 3 - All Care
3 - South Oxfordshire	All Care (GB) Ltd	Shadow 1 – N/A
4 - Vale of White Horse	Agincare UK Ltd	Shadow 1 - All Care
		Shadow 2 - N/A
5 - West Oxfordshire	Agincare UK Ltd	Shadow 1 - Care Outlook
		Shadow 2 - All Care
		Shadow 3 - N/A

b) Lot 1B Long Term Home care

14. Long-term Homecare also has a key role in enabling people to live and age well and can delay the need for residential care by providing the right level of support at the right time to keep people independent for longer.

15. For the Long-term Homecare element of the LWAH Framework, the county is divided up into 13 zones. Homecare Providers could apply to sign up to work in the different zones, and cover different elements of Homecare including Live-in Care, Waking Nights, and Sleeping Nights. Care Providers who cover the Long-term Homecare element only are referred to as Zonal Providers within the Framework.
16. The LWAH Framework for home care was designed to be 'open', meaning that care providers can apply to join at any time. However, in January 2024 the council took the decision to suspend new applications to join the Framework due to high uptake and a backlog of new applications to process. Currently there are 110 zonal providers on the LWAH Framework, in addition to the four SPs.

c) Care provision in Extra Care Housing

17. Extra Care Housing (ECH) is self-contained housing, primarily for older people, that offers care and support on site. It is intended to be the person's permanent or long-term home, offering the person their own home with personalised care on site that promotes choice and control in all aspects of daily living. The provision of care in a person's own home helps avoid more costly admissions to care homes and admissions to hospital and supports effective, appropriate and timely discharge from hospital.
18. Following the Council's tendering and procurement process, the delivery of the care element in the ECH contracts were awarded to:
 - Radis – currently delivering care at six schemes
 - All Care – currently delivering care at eight schemes
 - Additionally, six schemes provided by the Order of St John (OSJ) are included in the OCP agreement and are therefore exempt from the LWAH Framework.
19. Currently there are 14 schemes in scope of this extension, divided into 4 Oxfordshire Clusters: Oxford and Central, South and Vale, North and West.

Pricing

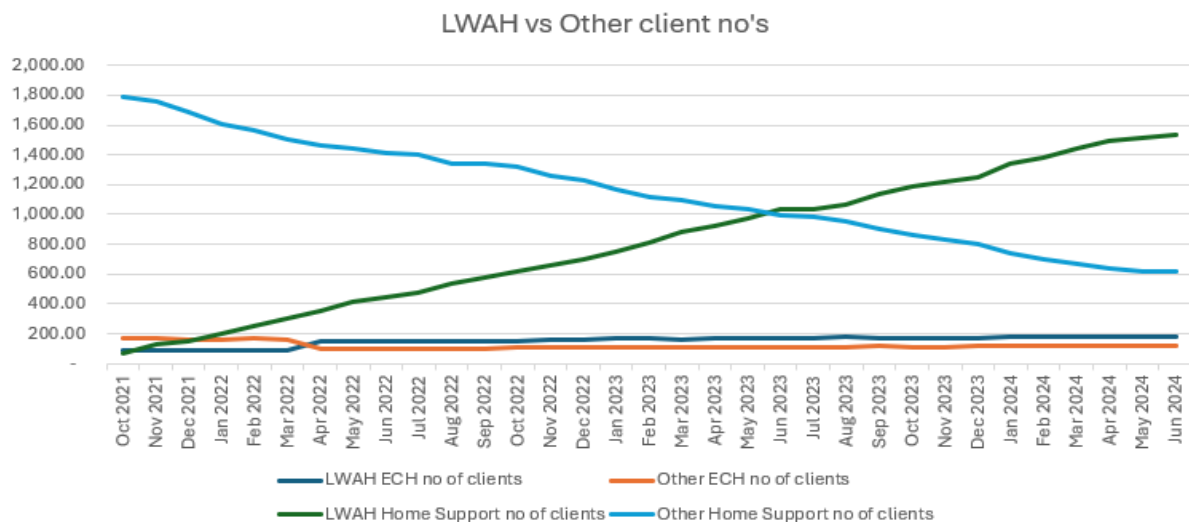
20. The Framework includes a mechanism for a fixed fee rate for each hour of home care and each episode of reablement, meaning all providers on the framework receive the same fair and transparent payment for the service they deliver. Although our hourly rate remains relatively high, it reflects budget increases from the uplift process over recent years, which has enabled us to deliver effectively. We have collaborated with providers throughout this process, and the strength of the framework allows us to mitigate demand against future costs. The current rates are as follows:

LWAH Framework Rates as of 1st April 2024	
Home care (LWAH framework and legacy packages)	£29.07 per hour
Reablement episode	£1.174 per episode

Live-in domiciliary care (with break)	£1,507 per week
Live-in domiciliary care (without break)	£1,100 per week
Extra Care Housing (on-site care)	£68.32 per week
Extra Care Housing (care support)	£29.07 per hour

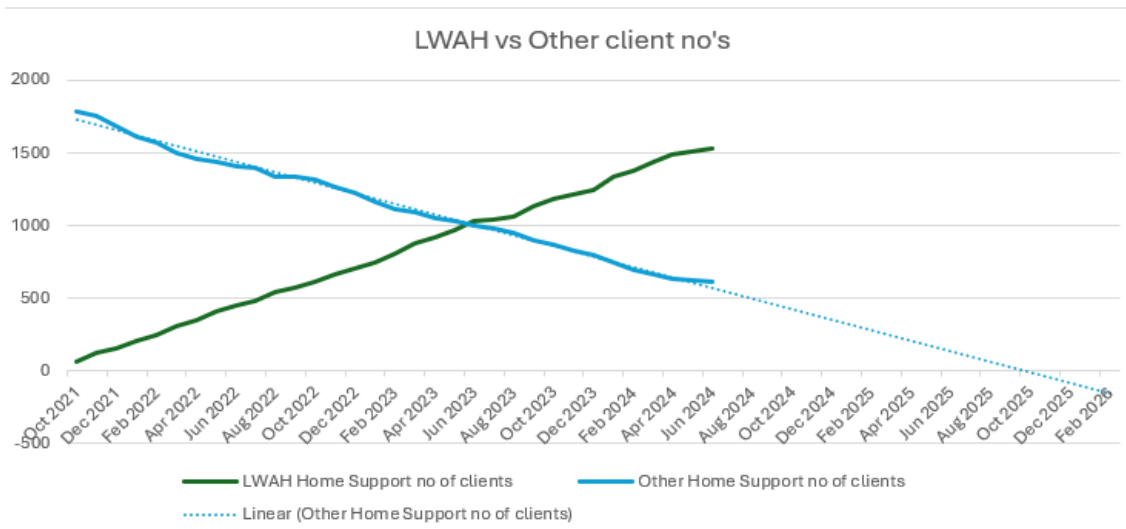
Contract Performance

21. Demand for and delivery of home support has increased throughout the duration of the LWAH Framework. We are responding to this demand and supporting approximately 16.5% more people since the Framework was implemented in 2021. We are also delivering an increased number of care hours and we are seeing an increase in the complexity of the people we are supporting, meaning some of these people require more care hours and more complex care packages.



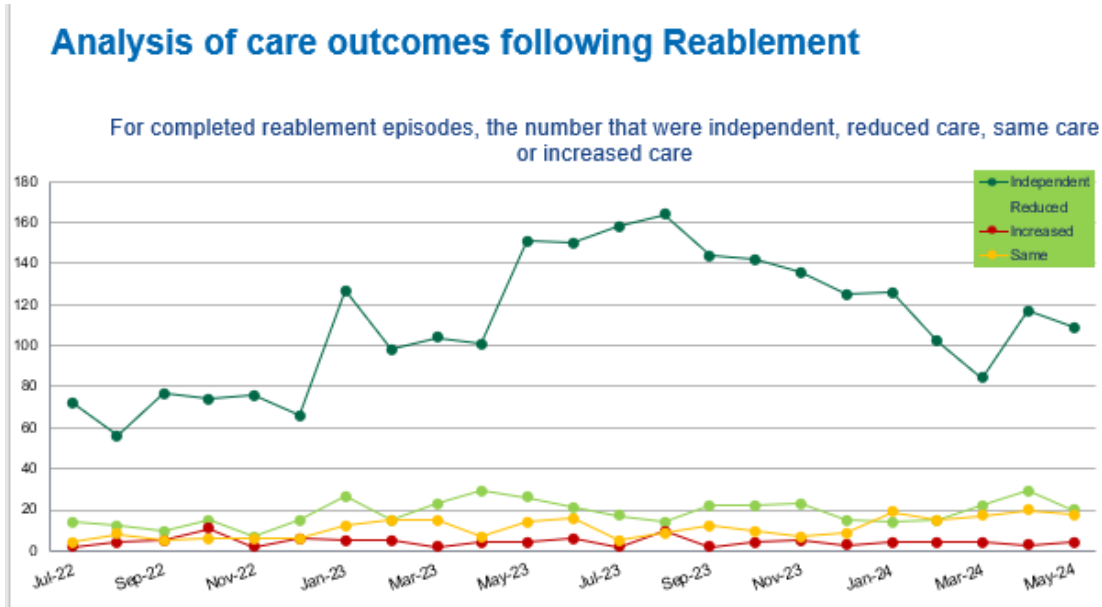
NOTE: 96% of the care entries for the data shown are for individuals over 65.

22. As we would expect, the number of people receiving care through legacy packages outside of the LWAH Framework is decreasing. We are forecasting that all home support will be delivered through the LWAH Framework by October 2025 (see graph below).

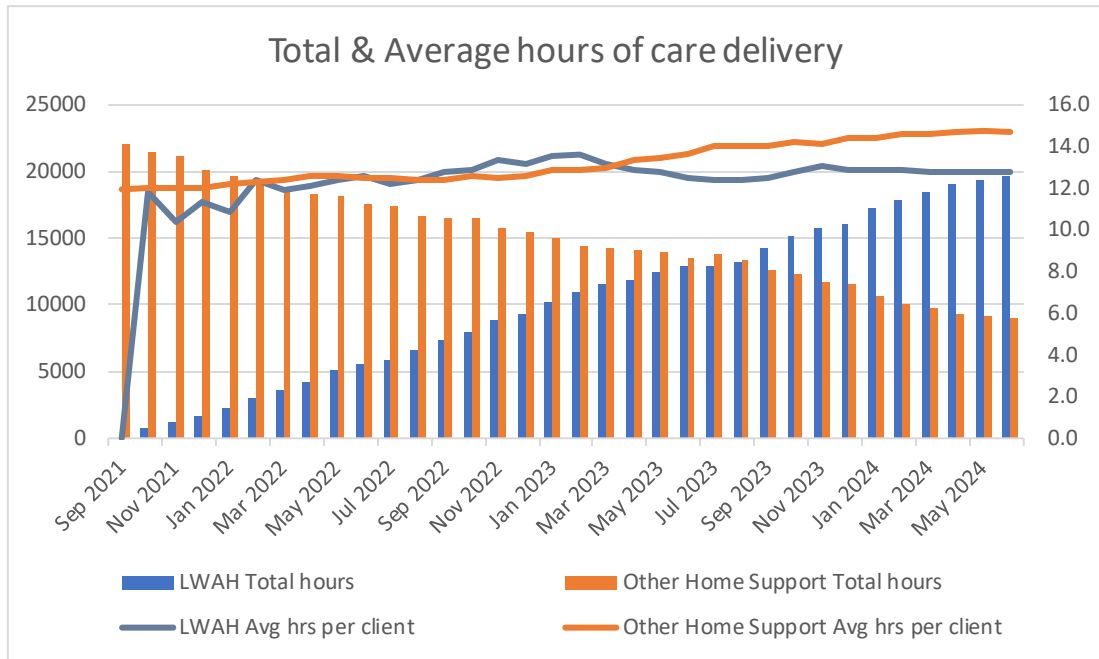


NOTE: Extra Care Housing not included

23. The Framework is also delivering on its aim to support Oxfordshire residents to live independently at home. Aligned with the intentions of the LWAH Framework, the majority of reablement cases achieve independence or a reduction in care needs. At the time of writing, across all 5 zones, an average of 76.3% of reablement cases are discharged independent, exceeding the 65% KPI target. For independence and reduced care needs combined across all 5 zones, the average is 88.76%, exceeding the 75% KPI target.



24. The majority of people who are identified as requiring long-term care after a Reablement episode have a reduction in their care needs. Since September 2022, there has been an average of a 60% reduction in the average number of care hours following reablement across all 5 zones. This indicates that we are using council resources to better support our residents.



25. The D2A (Discharge to Assess) model was rolled out across Oxfordshire from January 2024 and has seen a high number of referrals per month since. The model has significantly improved flow through reducing the number of pathway 2 beds and length of stay in hospital for people medically optimised for discharge (MOFD).
26. However, despite its successful outcomes, there are some areas regarding the mechanics of the Framework that need to be addressed as part of the extension period.
27. **Lot 1 A** - The number of pick-ups by SPs per zone remains lower than intended in the Framework. Further development to enact the full potential of the SP model is required. To enable this, the Council will continue working in partnership with SPs to support them to build their overall capacity to meet the intended pick-up targets and develop their roles as leaders in their zones. This will be monitored during existing contract management meetings which are held monthly with each of the strategic providers and attended by representatives Commissioning, Quality Improvement, Procurement and the Home First operational team.
28. **Lot 1 B** - As mentioned in paragraph 17, the Framework is currently closed due to oversubscription. There currently over 100 zonal providers on the Framework, which requires a significant amount of council resource to effectively manage the relationship with each provider and the quality of their service. The Council's Legal team have approved our intention for the Framework to remain closed and to review again in January 2025.
29. In the meantime, during the extension, we will enact the Zonal provider model within the contract and begin accrediting our highest performing zonal providers. This will form a smaller group of Zonal providers and work similarly to the Strategic Provider model wherein the Zonal providers have first access to care

package provision within their allocated zones. If none of the Zonal providers has capacity to pick up the package, the work is then offered to the other providers within the zone.

30. Initial modelling suggests that the implementation of the Zonal provider model will streamline care provision and significantly reduce the resourcing impact on our Quality Improvement and Brokerage teams.
31. This will also enable us to focus more attention on supporting our highest quality providers, becoming more proactive around emerging issues and encouraging high performance.
32. **Lot 2** - There are also challenges with Extra Care Housing, in particular the low numbers of Social Care nominations to ECH settings, lack of public understanding and awareness of ECH, and the need to fully explore the opportunities for people with more complex needs to be supported in ECH settings.
33. The work to address the above has already started. The main goals are to understand and stimulate demand for ECH within Oxfordshire, educate people and partners on what ECH offers and how it can creatively support people, and to improve the alignment of housing allocation and care delivery.
34. During our interim review to inform this extension, it was identified that improving our internal infrastructure is necessary to address process inefficiencies within the Framework. As outlined above, managing the Framework requires extensive internal resource from Council colleagues, particularly regarding payment processes, sourcing care through online e-brokerage systems and the quality and relationship management of our many providers. The improvements outlined above will increase the Framework's efficiency and release internal resources within the Council.

Contract Value

35. The LWAH Framework is mostly funded through Council funding, with contributions from the Better Care Fund and Additional Discharge Fund. Buckinghamshire, Oxfordshire and Berkshire West ICB also contributes c.£1.5m per year to the costs of the contract to support system flow.
36. In response to the growing demand for home support, the total spend and cost of delivering care has increased throughout the duration of the Framework. Finance project that the total annual spend for the Framework will reach £33.6m by the end of 2026/2027. This is based on current 24/25 activity with a 2.3% (25/26) & 2.5% (26/27) growth element built in each year. This excludes any inflationary uplifts & any potential movements between legacy to LWAH providers.

37. Overall, the LWAH Framework is delivering system savings through reducing the average Length of Stay in hospitals and increasing the number of avoided hospital admissions. The Reablement model has also delivered a significant reduction in care hours following reablement across all zones (as stated in paragraph 25) which has delivered further savings to the Council.
38. Further work to ascertain the full value and affordability of the Framework in our health and care system will be completed as part of the 1-year review. The findings from this process will inform next steps beyond April 2027.

Options Analysis

39. **Option 1 - Let the Framework contract expire**
This would mean the Council would have to source all care for our population on a SPOT basis and risk leaving our residents with care gaps and the associated efficiency and reputational risks. It would also mean a return to variable fees for these services and requirement to negotiate the rate for every package of care. This is therefore not a viable option.
40. **Option 2A (Preferred) – Extend the Framework for 2 years**
Please refer to paragraph 47.
41. **Option 2B - Go to the market for procurement of specific parts of the Framework, i.e. Strategic Providers or Extra Care Housing**
We are satisfied with the current model but could seek to replace specific providers where necessary, for example if performance fell below the acceptable level or a provider chose to exit the Oxfordshire market. This can be done within our recommendation to extend the Framework (Option 2A).
42. **Option C - Procure a new model**
This is not realistic or preferable given the requirement that the Council delivers the Home First and Discharge to Assess (D2A) models in partnership with the wider health and care system. There would be substantial risk of disruption from a procurement at this point, with no significant benefits to the Council.
43. We have achieved strong engagement from the provider market around our LWAH Framework model and believe that it will be more efficient and effective at this point to work collaboratively with the existing providers on a model of continuous improvement within the current Framework.
44. Additional resources, such as the Better Care Fund, are planned into the ongoing development and associated costs of D2A.
45. This option would also necessitate a time consuming and resource-heavy process to prepare and undertake the procurement process at a time when it is not necessary and cannot guarantee the desired take-up from suitably qualified alternative providers.

46. **Preferred option – Option 2A**

Our recommendation is to extend the whole LWAH Framework for a further 2 years from April 2025.

47. This will ensure that our residents receive continuity of service while we undertake a full 1-year review of the Framework, concluding in September 2025, to enact identified improvements and inform our next steps from April 2027. Depending on the outcome of this review, this 2-year extension would allow sufficient time for a procurement exercise to replace the Framework from April 2027.

48. This option will also give our Strategic Providers assurance and opportunity to further develop their capacity to deliver the intended target of 100% pick-ups of the reablement packages across all 5 zones. It also retains the contract flexibility to serve notice on any provider which does not meet our requirements or to be given notice by a provider which decides to exit the framework.

Corporate Policies and Priorities

49. By grouping the county into zones to reduce carbon emissions, providing support to vulnerable people and developing partnerships with local providers, the LWAH Framework aligns with the council's Strategic Plan 2023-2025 to make our county a greener, fairer and healthier county.

50. Per paragraph 8, the Framework also aligns with the Oxfordshire Way by focusing on giving people the support they need to continue living independently at home for as long as possible.

51. There is an opportunity to develop the Framework in line with the developing strategy for Technology Enabled Care (TEC). This will enable our residents to use technology in their homes to support independence. This strategy will also enable our care providers to incorporate the use of technology to improve the efficiency of their service.

Financial Implications

52. Extending the Framework for a further 2 years is forecasted to cost £67.6m. This is assumed within the current budget.

53. As outlined above, this spend delivers cost savings in relation to care hours and inpatient hospital costs. Per paragraph 29, the 60% reduction in care hours since September 2022 equates to £682,573.60 worth of care hours saved for the Council.

54. As part of the Better Care Fund (BCF), the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (ICB) contributes c.£1.5m per annum for Lot 1A – reablement and homecare – to support hospital flow. The ICB is currently in Turnaround, but we have received confirmation that, subject to

usual BCF planning and approval processes, this contribution to the framework will continue into 2025/26. Our Finance teams continue to monitor this.

Comments checked by:

**Stephen Rowles, Strategic Finance Business Partner,
stephen.rowles@oxfordshire.gov.uk**

Legal Implications

55. Paragraph 3 details the statutory duty of the council to provide care and support for people at home.
56. The current contract for the LWAH Framework expires on 31 March 2025 and contains the option for the Council to unilaterally extend for up to three further years until 31 March 2028. The Council must notify providers in writing of any extension by 30th September 2024.
57. New applications to join the LWAH Framework have been suspended since January 2024. If challenged by an aggrieved provider, then the Council will need to re-open the framework and permit the challenging provider to apply to join the framework. Legal services has recommended that the suspension to the LWAH Framework for zonal providers must be for a limited period only and must not continue beyond January 2025.

Comments checked by:

**Jonathan Pool, Solicitor – contracts (Legal Services),
Jonathan.pool@oxfordshire.gov.uk**

Staff Implications

58. Per paragraph 35, enacting the Framework requires extensive internal resource from Council colleagues. Thus, staffing implications have been thoroughly considered as part of this initial review of the Framework. By increasing efficiency of our current processes, the Framework review and extension delivery will be mobilizable within existing resources.
59. There are no new or additional staffing implications on the Council's workforce.

Equality & Inclusion Implications

- 60. The equality and inclusion implications have been considered. The LWAH Framework model supports the strategic priority to tackle inequalities in Oxfordshire, delivers services which support vulnerable groups and helps them lead a better quality of life.
- 61. Our providers submit surveys to us as part of the LWAH Framework contract. As part of the review, we will seek direct feedback from service users to assess the impact the services have had on their lives.

Sustainability Implications

- 62. The LWAH zonal model has been designed to contribute to the reduction of the Council's carbon footprint by dividing the county into smaller zones and therefore limiting the travel. The council supported the pilot of e-bikes for care workers and promotes use of public transport for care rounds where possible.
- 63. There are opportunities to develop this further by reviewing the award criteria on the E-brokerage system and consider utilising GIS mapping software to support with more efficient care package allocation and reducing the number of care runs.

Risk Management

- 64. The LWAH Framework contract includes an agreed specification for the delivery and expectations of the services which includes statutory requirements. Any changes to the service delivery within the specification would need to be agreed between the individual provider(s) and the Council.

Risk	Mitigation
ICB Funding – current funding agreed until March 2025.	We have received agreement in principle from the ICB that their funding contribution to the Framework will continue, as the Framework is fundamental to system flow and aligns with their strategic priorities to support more people to live independently at home and reduce delays in hospitals. We will formalise this agreement in writing over the next couple of weeks.
Resourcing / Staff implications – currently the Framework requires extensive internal resource from the Council	By increasing efficiency of our current processes, the Framework review and extension delivery will be mobilizable within existing resources.

Consultations

65. We have engaged with our strategic and zonal providers about their experiences of the Framework. These conversations have informed our delivery plan for the 2-year extension and will also feed into the full 1-year review of the Framework.
66. Healthwatch Oxfordshire have completed a report on the experiences of Oxfordshire residents going home following admission to hospital. We have supported this process, and the findings of the report will also be used in our fuller review of the Framework. This report is scheduled to be published in the Autumn.

Karen Fuller
Director of Adult Social Care

Annex: Nil.

Background papers: Nil.

Contact Officer: Isabel Rockingham, Age Well Commissioning Manager,
Isabel.rockingham@oxfordshire.gov.uk

September 2024

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Divisions Affected – N/A

DELEGATED DECISIONS FOR CABINET MEMBER FOR ADULT SOCIAL CARE

17 September 2024

Block contract for Nursing Specialist care home beds to manage individuals with complex dementia and mental health needs.

Report by Director of Adult Social Care

RECOMMENDATION

1. The Cabinet Member is RECOMMENDED to

- a) Endorse the decision of the Director of Adult Social Care to approve the funding for a 20-bed block contract with Vale House care home in Oxford for the supply of Nursing specialist care home beds to manage the needs of individuals who present with complex dementia and/or mental health issues and who require a care home bed in Oxfordshire.**
- b) Endorse the decision of the Director of Adult Social Care to approve the contract award to Vale House following a procurement exercise. Contract to commence from 01 July 2023 for 1 year with the option to extend for a further year.**

Executive Summary

- 2. The Council has a legal duty to provide bed-based residential or nursing care to meet eligible needs under the Care Act 2014. The ICB has a statutory duty to provide similar service for individuals who meet the eligibility criteria for NHS Continuing Health care (CHC).**
- 3. A block contract was originally awarded to Vale House Care home in Oxford in 2018 for 25 Block beds to provide specialist care for those with dementia and mental health. This contract expired on 30th June 2023. The beds reduced to 20 during the lifetime of the original contract.**
- 4. Operational staff, brokerage and commissioning agreed there was a continuing need for beds of this type in order to provide good quality care for those individuals with a high level of need. This was also a cost-effective contract with beds costing £1,273.53 per bed per week whilst the same beds were costing £1500 per bed per week elsewhere on an individual placement contract.**
- 5. In March 2023, the Director of Adult Social Care, supported by the Adult Social Care Directorate Leadership Team, agreed to the recommendation for a mini competition to be carried out under the Residential Care Homes Dynamic**

Purchasing System (DPS) to procure 30 block contract beds to increase geographical spread. In response to the mini-competition, two bids were received but one bid was deemed to be non-compliant. The remaining bid was from Vale House. Following evaluation of the Vale House bid, officers were satisfied that the bid meet the council's evaluation criteria in terms of cost and quality, representing value for money. Unfortunately, the bed numbers could not be increased following the procurement exercise.

6. Within this procurement process there was a maximum price of £1,300 per bed per week allowed for this contract with a maximum number of beds set at 30. Vale House provided a price of £1,282 per bed per week which is below the maximum price allowed, with an offer of 20 beds.
7. The Cabinet Member is asked to endorse the decision taken in March 2023 to approve the above and award contract to Vale House from 01 July 2023 for 20 block beds for a 1-year contract with the option to extend for a further year.

Exempt Information

8. Not applicable.

Background

9. In 2018, the Council established a block contract for 20 beds with Vale House care home in Oxford to provide Nursing specialist care for both Adult Social Care (ASC) and for Continuing Health care (CHC). This was a specialist provider for dementia and mental health care.
10. The original contract was due to end in February 2023, but an extension was agreed to 30th June 2023 to allow for a mini competition to test the market for this service and to test out the new care bands model. It was agreed to continue with the integrated model of commissioning for both ASC and CHC as this has worked well over the past 5 years with ASC paying for the beds it used and CHC paying for the beds it used. There had been minimum voids under that contract and the beds are well utilised.
11. On 01 March 2023 a paper was taken to Directorate Leadership Team to request approval for a mini competition for 30 Nursing Specialist beds to meet the needs of individuals with complex dementia and mental health. This was approved by the Director of Adult Social Care and a mini competition under the DPS took place in April 2023.
12. In response to the mini-competition, two bids were received but one bid was deemed to be non-compliant. The remaining compliant bid was from Vale House who scored well both on quality and cost and therefore won the contract. There was a maximum price of £1,300 per bed per week allowed for this contract with a maximum number of beds set at 30. Vale House provided a price of £1,282 per bed per week which is below the maximum price allowed, with an offer of 20 beds. The Council has been paying £1,273.53 per bed per week under the previous contract.

13. The new contract was tendered on the basis a one-year period plus an option to extend for a further one year with a right for the council to break the contract for convenience upon 2 months' notice in writing as well as termination for breach. The contract value was estimated to cost £1,336,869.60 per annum. This gives a whole life value of £2,677,475.31, including the extension period.

Contract Award

14. This request is for an approval to endorse the decision already taken by the Director of Adult Social Care supported by the Adult Social Care Directorate Leadership team. The decision is to award a contract to Vale House from 01 July 2023 with the option to extend for 1 year.

Corporate Policies and Priorities

15. The procurement aligns with the following corporate policies and priorities:

- a) Oxfordshire County Council's Corporate Plan 2023-2025 includes prioritising social care system, and partnership working.
- b) The Oxfordshire Way.
- c) Better Care Fund (BCF)

Financial Implications

16. The proposed contract is for a one-year period plus an option to extend for a further one year. The contract is expected to cost £1,336,869.60 per annum. This gives a whole life value of £2,677,475.31, including the potential extension period.

17. In the procurement process a maximum price was set at £1,300 per bed per week for this contract with a maximum number of beds set at 30. Vale House provided a price of £1,282 per bed per week which is below the maximum price allowed, with an offer of 20 beds. The Council is paying £1500 per week per bed for individual placements outside of this block arrangement with this provider and with other providers.

18. This is still the most cost-effective option available to both the ASC and CHC which also guarantees a set quality for these block beds.

Comments checked by:

Thomas James, Finance Business Partner (Adults & Public Health),
Thomas.James@oxfordshire.gov.uk

Legal Implications

19. The Council has a statutory duty to provide residential care services as detailed in paragraph 2 of the report.

20. The Residential Care Homes DPS (DPS) was established following a procurement exercise carried out in 2016 pursuant to the light touch regime under the Public Contracts Regulations 2015 (the Regulations). Being a light touch regime contract, the DPS was not required to meet the stricter requirements for dynamic purchasing systems that are subject to the full regime.
21. The DPS was designed to allow providers to be admitted to the DPS throughout its lifetime and to provide the Council with the ability to call-off contracts for individual placements and block contracts. The mini-competition for the block contract specialist nursing beds was conducted in accordance with the call-off procedure set out in the DPS.
22. Approval of the contract award to Vale House will enable officers to formalise the contractual arrangements with Vale House.

Comments checked by:

Jayne Pringle, Head of Law and LBP – Contracts & Conveyancing

Jayne.pringle@oxfordshire.gov.uk

Staff Implications

23. The service is procured via a third part Vale House Care Home. The Council's Quality Improvement team and the joint Commissioning team in HESC will manage the contract. Therefore, there is no impact on the council's workforce as a result of the recommendation.

Equality & Inclusion Implications

24. The equality and inclusion implications have been considered. The contract is specifically designed to support those individuals who have complex dementia and mental health needs and who have had a Care Act assessment or a CHC assessment which indicates this level of need within a residential setting.

Sustainability Implications

25. The block contract ensures there is sustainable high quality care home beds for those with high level of need due to mental health or dementia. The provision of Nursing specialist block beds aligns with Oxfordshire County Council's vision for The Oxfordshire way which prioritises individuals for care homes that are unable to remain at home or in an alternative setting such as extra care housing.

Risk Management

26. The block contract includes an agreed specification for the delivery of this service and expectations of the service which includes statutory requirements. Any changes to the service delivery within the specification would need to be agreed between the individual provider and the council.

27. There are minimal risks to recommendation and the Council has confidence in this service from previous experience.

Consultations

28. No specific consultation was undertaken for this service, although feedback from operational staff, brokerage, QI and Commissioning is positive relating to the same provider which has provided this service from 2018-2023.

Karen Fuller
Director of Adult Social Care

Annex: Nil

Background papers: Nil

Contact Officer: Ian Bottomley, Lead Commissioner – Age Contact
ian.bottomley@oxfordshire.gov.uk
07532 132975

17 September 2024

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Divisions Affected – N/A

DELEGATED DECISIONS FOR CABINET MEMBER FOR ADULT SOCIAL CARE 17 September 2024

Block contract for Nursing Specialist care home beds to manage individuals with complex dementia and mental health needs.

Report by Director of Adult Social Care

RECOMMENDATION

The Cabinet Member is **RECOMMENDED** to

- a) **Endorse the decision of the Director of Adult Social Care to extend the contract with Vale House for nursing specialist care home beds from 01 July 2024 to 30 June 2025.**

Executive Summary

1. The council has a legal duty to provide bed-based residential or nursing care to meet eligible needs under the Care Act 2014. The ICB has a statutory duty to provide similar service for individuals who meet the eligibility criteria for NHS Continuing Health care (CHC).
2. A block contract was originally awarded to Vale House Care home in Oxford in 2018 for 25 Block beds to provide specialist care for those with dementia and mental health. This contract expired on 30th June 2023. The beds reduced to 20 during the lifetime of the original contract.
3. Operational staff, brokerage and commissioning agreed there was a continuing need for beds of this type to provide good quality care for those individuals with a high level of need. This was also a cost-effective contract with beds costing £1,273.53 per bed per week whilst the same beds were costing £1500 per bed per week elsewhere on an individual placement contract.
4. In March 2023, the Director of Adult Social Care, supported by the Adult Social Care Directorate Leadership Team, agreed to the recommendation for a mini competition to be carried out under the Residential Care Homes Dynamic Purchasing System (DPS) to procure 30 block contract beds to increase geographical spread. In response to the mini-competition, two bids were received but one bid was deemed to be non-compliant. The remaining bid was from Vale House. Following evaluation of the Vale House bid, officers were satisfied that the bid met the council's evaluation criteria in terms of cost and quality, representing value for money. Unfortunately, the bed numbers could not be increased following the procurement exercise.

5. Within this procurement process there was a maximum price of £1,300 per bed per week allowed for this contract with a maximum number of beds set at 30. Vale House provided a price of £1,282 per bed per week which is below the maximum price allowed, with an offer of 20 beds.
6. The Cabinet Member is asked to endorse the decision taken by the Director of Adult Social Care to approve the extension of this contract for 1 further year to 30 June 2025. This will allow time to develop a new model and generate interest from new providers ahead of any new procurement. Any new beds would be procured as a call off contract against the new Care Home Framework, thereby aligning the terms and conditions and quality inputs. In a separate report to the Cabinet Member, the Cabinet member is being requested to endorse the original award decision.

Exempt Information

7. Not applicable.

Background

8. In 2018, the Council established a block contract for 20 beds with Vale House care home in Oxford to provide Nursing specialist care for both Adult Social Care (ASC) and for Continuing Health care (CHC). This was a specialist provider for dementia and mental health care.
9. The original contract was due to end in February 2023, but an extension was agreed to 30th June 2023 to allow for a mini competition to test the market for this service and to test out the new care bands model. It was agreed to continue with the integrated model of commissioning for both ASC and CHC as this has worked well over the past 5 years with ASC paying for the beds it used and CHC paying for the beds it used. There had been minimum voids under that contract and the beds were well utilised.
10. On 01 March 2023, a paper was taken to Adult Social Care Directorate Leadership Team to request approval for a mini competition for 30 Nursing Specialist beds to meet the needs of individuals with complex dementia and mental health. This was approved by the Director of Adult Social Care and a mini competition under the DPS took place in April 2023.
11. The new contract was tendered on the basis a one-year period plus an option to extend for a further one year with a right for the council to break the contract for convenience upon 2 months' notice in writing as well as termination for breach. The contract value was estimated to cost £1,336,869.60 per annum. This gives a whole life value of £2,677,475.31, including the extension period. Please see detail below:

01/07/2023	31/03/2024	39.29	1,282.00	20	1,007,285.71
01/04/2024	31/03/2025	52.14	1,282.00	20	1,336,869.60
01/04/2025	30/06/2025	13.00	1,282.00	20	333,320.00
					2,677,475.31

Contract Extension

12. This request is for an approval to endorse the decision already taken by the Director of Adult Social Care on 20 June 2024 to extend the contract from 01 July 2024 to 30 June 2025.

Deployment of Contract Extension

13. The extension of the contract will allow the Council time to develop a new model (taking account of other inputs such as D2A) and generate interest from new providers ahead of any new procurement. It is recommended an extension is applied and the Council procures these beds deploying a new model under the new Care Home Framework.

Corporate Policies and Priorities

14. The procurement aligns with the following corporate policies and priorities:

- a) Oxfordshire County Council's Corporate Plan 2023-2025 includes prioritising social care system, and partnership working.
- b) The Oxfordshire Way.
- c) Better Care Fund (BCF)

Financial Implications

15. The proposed contract extension is for a one-year period. The contract extension is expected to cost £1,336,869.60. This gives a whole life value of £2,677,475.31, including the extension period.

16. In the procurement process a maximum price was set at £1,300 per bed per week for this contract with a maximum number of beds set at 30. Vale House provided a price of £1,282 per bed per week which is below the maximum price allowed, with an offer of 20 beds. The Council is paying £1500 per week per bed for individual placements outside of this block arrangement with this provider and with other providers.

17. This is still the most cost-effective option available to both the ASC and CHC which also guarantees a set quality for these block beds.

Comments checked by:

Stephen Rowles, Strategic Finance Business Partner
Stephen.Rowles@Oxfordshire.gov.uk

Legal Implications

18. The Council has a statutory duty to provide residential care services as detailed in paragraph 2 of the report.
19. The Residential Care Homes DPS (DPS) was established following a procurement exercise carried out in 2016 pursuant to the light touch regime under the Public Contracts Regulations 2015 (the Regulations). Being a light touch regime contract, the DPS was not required to meet the stricter requirements for dynamic purchasing systems that are subject to the full regime.
20. The DPS was designed to allow providers to be admitted to the DPS throughout its lifetime and to provide the Council with the ability to call-off contracts for individual placements and block contracts. The mini-competition for the block contract specialist nursing beds was conducted in accordance with the call-off procedure set out in the DPS.
21. Approval of the contract extension to Vale House will enable officers to formalise the contractual arrangements with Vale House.

Comments checked by:

Jayne Pringle, Head of Law and LBP – Contracts & Conveyancing
Jayne.pringle@oxfordshire.gov.uk

Staff Implications

22. The service is procured via a third part Vale House Care Home. The Council's Quality Improvement team and the joint Commissioning team in HESC will manage the contract. Therefore, there is no impact on the council's workforce as a result of the recommendation.

Equality & Inclusion Implications

23. The equality and inclusion implications have been considered. The contract is specifically designed to support those individuals who have complex dementia and mental health needs and who have had a Care Act assessment or a CHC assessment which indicates this level of need within a residential setting.

Sustainability Implications

24. The block contract ensures there is sustainable high quality care home beds for those with high level of need due to mental health or dementia. The provision of Nursing Specialist block beds aligns with Oxfordshire County Council's vision for The Oxfordshire way which prioritises individuals for care homes that are unable to remain at home or in an alternative setting such as extra care housing.

Risk Management

25. The block contract includes an agreed specification for the delivery of this service and expectations of the service which includes statutory requirements. Any changes to the service delivery within the specification would need to be agreed between the individual provider and the council.

26. There are minimal risks to recommendation and the Council has confidence in this service from previous experience.

Consultations

27. No specific consultation was undertaken for this service, although feedback from operational staff, brokerage, QI and Commissioning is positive relating to the same provider which has provided this service from 2018-2023.

Karen Fuller Director of Adult Social Care

Annex: Nil

Background papers: Nil

Contact Officer: Ian Bottomley, Lead Commissioner – Age Well

Contact

ian.bottomley@oxfordshire.gov.uk

07532 132975

17 September 2024

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