

**3<sup>rd</sup> February 2014****Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR FOR BROXTOWE, GEDLING AND  
RUSHCLIFFE****INTEGRATED COMMUNITY EQUIPMENT LOAN SERVICE (ICELS)  
PARTNERSHIP TEAM****Purpose of the Report**

1. The purpose of the report is to propose:
  - a. an extension of the current Integrated Commissioning Equipment Loan Service (ICELS) Partnership Support Team in line with the duration of the ICELS contract; and
  - b. a temporary increase in posts of the Partnership Support Team in order to deliver savings through increasing the amount of equipment that is recycled and reused.

**Information and Advice****Background and Context**

2. On 9 June 2010 Cabinet approved the establishment of an Integrated Community Equipment Service for Nottinghamshire County Council, Nottingham City Council and NHS organisations across Nottinghamshire. Nottinghamshire County Council is the lead commissioner for the current contract which is in place to March 2016. The contract covers the provision, delivery and collection of equipment and the provider is the British Red Cross. Partners manage a pooled budget of £7,200,000 per annum.
3. ICELS provides a range of equipment to adults and children across Nottinghamshire. The equipment supports the independence of people who mainly live in their own homes, through maximising mobility and self-care. It assists both family and paid carers to support people with complex physical disabilities in their own homes. Ensuring equipment is in place quickly is therefore an important element to ensure timely hospital discharge, avoid hospital and residential care admissions, prevent falls and support Reablement.
4. The range of equipment includes, for example, commodes, walking sticks, raisers, cushions to relieve pressure sores and more complex expensive items, such as hoists, specialist beds and mattresses. Demand for the service is rising as more

people with increasingly complex needs are being supported to live in their own homes for a longer period of time.

5. A Delegated Decision on 7 April 2011 (AC/2011/00019) agreed the establishment of 4 fte Partnership Support Team posts for three years. Their role is to manage the day to day operations of the service, monitor budgets, activity and performance, train staff and lead on the interface between the Partnership and the British Red Cross. Nottinghamshire County Council currently hosts the Partnership Support Team.
6. Following a review, the Partnership confirmed extension of the existing contract with the British Red Cross for the optional further two years and the employment contracts of the ICELS Partnership Team now require approval to also extend for a further two years.
7. Increased demand for equipment has resulted in all partners having to increase their contributions into the pooled budget, which has risen from a total of £5.3 million in April 2011 to the current £7.2 million. Therefore, in order to identify potential areas where savings could be achieved, in April 2013 partners commissioned a Lean+ review of the service. This was led by Nottinghamshire County Council's Improvement Programme.

#### **Lean+ Recommendations**

8. The Lean+ review made several recommendations to improve and simplify processes which the Partnership have agreed to progress, subject to capacity being available within existing resources.
9. The review also confirmed that the most effective way for the partnership to achieve savings is to increase the return and re-use of equipment. The ICELS Partnership contract operates on a lease back model from the British Red Cross. For each piece of equipment that is returned in a reusable condition, the partnership receives an 80% refund for the item.
10. Data analysed as part of the review evidences that significant savings in the range of £705,485 to £2,859,383 are achievable. These figures show a potential range for savings based on assessment of between a minimum of 25% and maximum of 85% of the total equipment that is likely to be able to be returned. This is equipment that is still in the community that has exceeded the average loan period. Savings are calculated with the cost of the temporary review team already deducted. Even the lowest estimate indicates that the return on investment is worth progressing. These savings will be realised through working with the British Red Cross to increase the rate of returns and recycling, primarily of higher value, re-usable equipment not returned within the average loan period. In order to do this work additional resources are required to identify the correct equipment to target for return, to undertake the review of whether it is needed and arrange return if not.
11. It is therefore proposed that the Partnership Team is increased on a temporary basis by 5.5 fte posts to focus solely on the return and recycling of equipment.

The posts within the structure have been selected due to the professional and clinical knowledge required to safely review complex and or difficult cases, as well as the different areas of experience required in order to deliver the project time-scales. It includes a data technician role to analyse the British Red Cross data and that of partner agencies in order to target the right equipment, track progress and monitor savings.

12. The new temporary posts would be funded on an invest to save basis from the overall savings target of the project. The maximum cost of the posts for one year is £191,972. Analysis by the Lean+ review team shows that only 5.35% of the current volume of equipment remaining in the community longer than the average loan period would need to be recovered to cover the costs of these posts. It is therefore anticipated that these costs can be met and also further significant savings realised.
13. Robust project management reported into the ICELS Partnership Board will monitor progress in delivering the required savings, manage risks and take any mitigating actions required. Part of the evaluation of the work will be to explore the best option for continuing to achieve higher returns and associated financial benefits.

### **Other Options Considered**

14. Extension of the existing Partnership Team is required to support the safe and effective management of the ICELS services over the final two years of the contract period.
15. The option to not undertake the project was considered. With the current processes equipment is not automatically followed up if the service user does not require any further health or social care input. There is not the capacity to do this work within existing resources. The 'do nothing' approach would not yield any savings for the Partnership and is likely to result in continued spend over the allocated budget.
16. Dispersing the additional review of staff across existing teams was considered. A centralised approach, however delivers both greater capacity and co-ordinated approach.

### **Reason/s for Recommendation/s**

17. The year on year increase in demand for equipment is placing unsustainable pressures on all partners' ICELS budget contributions. The Lean+ analysis has identified increasing the amount of equipment returned and re-used as the best option for reducing spend. It will enable partners to save money whilst maintaining the current volume, quality and high level of customer satisfaction with the service.

### **Statutory and Policy Implications**

18. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

19. The £140,245 per annum funding to extend the existing ICELS Partnership Team for two years is already included in the ICELS pooled budget.

20. The funding for the additional temporary 12 month establishment of 5.5 fte posts at a maximum cost of £191,972 per annum will be met by the savings delivered through increasing reviews and the amount of equipment recycled.

### **Human Resources Implications**

21. This report proposes to:

- a) extend the following posts from 1<sup>st</sup> April 2014 for two years up to 31 March 2016:
  - 1 fte Partnership Manager post Hay Band Nottingham City Pay Band GLCP (£34,349-£38,042) plus approved car user status. July 2013 Committee confirmed agreement confirmed for post to transfer to County under TUPE arrangements. Clarification being obtained as to incumbent will transfer on City or County T&Cs and be subject to Job Evaluation (JE)
  - 1 fte Occupational Therapist Band B scp 34-39 (£36,644-£42,057) plus Approved car user status
  - 1 fte Finance Officer post, Scale 4, scp 19-23 (£22,561-£25,676)
  - 1 fte Business Support , Scale 3, scp 14-18 (£19,862-£21,278)
- b) establish the following posts on a temporary basis for a period of 12 months:
  - 1 fte Manager Senior OT post, Hay Band C, scp 39-44 (£42,057-£47,784) subject to JE plus approved car user status.
  - 1 fte Community Nurse (Band 6) plus approved car user status.
  - 2 fte Community Care Officer posts, NJE Grade 5, scp 24-28 (£26,534-£30,239) plus approved car user status.

- up to 1.5 fte Data Technician posts, NJE Grade 4, scp 19-23 (£22,562-£25,676) subject to JE.

22. Human Resource and associated financial risks are shared across the Partnership.

### **Implications for Service Users**

23. The proposal will enhance the process for individuals and their families/carers needing to return equipment.

### **Ways of Working Implications**

24. Office space will be required for the additional 5.5 temporary staff for one year.

## **RECOMMENDATION/S**

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

- 1) Approves the extension of the existing 4 fte ICELS Partnership Support Team posts on a temporary basis until 31 March 2016 in line with the current contract for the service.
- 2) Approves the establishment of an additional 5.5 fte temporary posts for a 12 month period in order to deliver savings through increased rates of return and re-use of equipment.

### **CAROLINE BARIA**

**Service Director for Broxtowe, Gedling and Rushcliffe**

### **For any enquiries about this report please contact:**

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### **Constitutional Comments (NAB 22.01.14)**

25. The Adult Social Care and Health Committee has authority to approve the recommendations set out in this report by virtue of its terms of reference.

### **Financial Comments (KAS 23/01/14)**

26. The financial implications are contained within paragraphs 19 and 20 of the report.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Delegated Decision 7 April 2011 AC/2011/00019

**Electoral Division(s) and Member(s) Affected**

All

ASCH190