



7 March 2016

Agenda Item: 10

**REPORT OF THE SERVICE DIRECTOR, STRATEGIC COMMISSIONING,
ACCESS AND SAFEGUARDING**

INTEGRATED COMMUNITY EQUIPMENT LOANS SERVICE (ICELS)

Purpose of the Report

1. The purpose of this report is to inform Members about the award of a contract for the new Integrated Community Equipment Loan Service (ICELS) from 1 April 2016 and seek approval:
 - for the Partnership Support Team within the joint Integrated Community Equipment Loan Service (ICELS) to be made permanent as from 1 April 2016
 - to appoint a full time Occupational Therapist for a two year period to oversee the Non Catalogue Community Equipment (NCCE) and Prescriber training
 - to align the Integrated Community Equipment Loan Service Equipment Review Team, Review Team Assistant and Minor Adaptations Occupational Therapist posts so that the posts terminate at the end of March 2018.

Information and Advice

Background

2. On 9th June 2010, Cabinet approved the establishment of a joint Integrated Community Equipment Loan Service (ICELS) for Nottingham City Council, Nottinghamshire County Council and the NHS bodies for Nottinghamshire. That report and a subsequent Delegated Decision on 7th April 2011 (AC/2011/00019) further established the formation of the Partnership Support Team, which manages the service and leads on the interface between the Partners and the Service Providers.
3. The service has been in existence since April 2004 in the south of the County and February 2006 in the north of the County. It operated as two services until 31st March 2011, when a new contract was set up to cover the whole County as one service with one service provider.
4. Nottinghamshire County Council is the lead commissioner of the ICELS service and hosts the ICELS Partnership Support Team.
5. The ICELS is managed by the ICELS Partnership Support Team which is located at the Home Brewery Building in Arnold. The Partnership procures the service from the British

Red Cross (BRC) with whom the current contract is in place for a full countywide service until 31st March 2016. Following a tender exercise in 2015, the British Red Cross have been successful in securing the contract for the ICELS commencing from 1st April 2016. The contract has been awarded for five years with an option to extend for a further two years.

6. There are a number of changes which will come into effect under the new contract which will benefit both Prescribers and service users alike. As a result of consultation with both parties the following changes will come in effect from 1 April 2016:
 - 7 day delivery and collections
 - extending opening hours
 - introducing delivery time slots so that service users are able to choose when their equipment will be delivered
 - a text messaging service to advise of delivery times.

All of these improvements will be contained within the existing budget.

7. ICELS has a Partnership Agreement with a supporting Partnership Board and governance structure. A pooled budget is in place, which is contributed to by all partners. Each Partner pays a percentage of funds into the pool based on historical data from the previous old north and south ICELS contracts. The budget has recently been reviewed and partner contribution levels have been reset to reflect actual partner usage according to significant service changes over the last two years.

The Role of ICELS

8. The overall role of ICELS is to provide community equipment into client's homes to:
 - support discharges from hospital
 - prevent unnecessary admissions to hospital
 - support on-going frailty
 - prevent further deterioration, e.g. falls prevention, intermediate care
 - support client choice to remain in their own homes
 - aid rehabilitation and re-ablement
 - assist with Children's development
 - provide more specialist equipment when required.
9. Equipment is ordered by occupational therapists, physiotherapists and community based nurses (Prescribers), who are employed by either health organisations or the Local Authority.
10. The service loans equipment to individuals; it is therefore essential that equipment is returned when no longer required so that it can be re-issued and is an efficient use of resources.

The ICELS Partnership Support Team

11. At present the ICELS Partnership Support Team is employed on a temporary basis to coincide with the duration of the current ICELS contract which is due to end on 31 March 2016.

It has become evident that there is a continued need for the Partnership Support Team as the ICELS service has evolved and expanded in response to local and national changes and to meet Partners subsequent increases in demand.

12. The Partnership Support Team currently consists of:

- ICELS Partnership Manager (1 FTE Band D)
- ICELS Occupational Therapist (1 FTE Band C/B)
- ICELS Finance Officer (1 FTE Scale 4)
- ICELS Administrative Assistant (1 FTE Scale 4)

13. The role of the ICELS Partnership Support Team has changed considerably since the services inception in 2004. ICELS has had service growth of 10% a year since it began in 2004. As a consequence the ICELS Partnership Board recognised that more needed to be done to manage the service within its available budget resources. The team has moved from being 'contract overseers', providing feedback and guidance to the Partnership Board and Operational Managers, to providing a more proactive 'gatekeeping role' identifying potential areas for improvement. This includes implementing service changes to secure savings for the Partnership and improve prescriber practice to improve service user outcomes. The team used to mainly manage the budget, however the team's role has extended to include reviewing and oversight of equipment on loan, advice on types and range of equipment, staff training and management of minor adaptations.

The ICELS Equipment Review Team

14. The purpose of the Equipment Review Team is to undertake reviews of equipment prescribed to people living in their own homes and in care homes. This reviewing activity ensures that the equipment is still required, safe and appropriate, but also reduces the overspend of the ICELS by returning equipment that is no longer required, or should not have transferred with a person when they entered a care home.
15. The team has been in place since November 2014 and has returned £303,000 of equipment by the end of December 2015.
16. The staff costs of the team including mileage in the first 12 months up to the end of October 2015 were £149,000. These costs are being covered by the credits received from the returns of equipment.
17. In October 2015 the Adult Social Care and Health Committee agreed to extend the Review Team posts until 31 October 2016 and granted permission to appoint a Review Team Assistant for a 12 month period to assist the team with its work and to undertake annual reviews of audited homes and ensure all items of equipment are returned from homes that have been audited.

18. To date 82 audits have been completed since May 2014, a 20 month period returning £628,438 of equipment. On average for each care home reviewed, £7,663 of equipment has been returned.

Minor Adaptations Occupational Therapist

19. Since 2013 there has been a gradual increase in the over spend of minor adaptations. The budget for minor adaptations for 2015/16 is £632,140. The previous two years have seen overspends of 25% and 33% and based on the first quarter of 2015/16 expenditure on minor adaptations, it was anticipated that the overspend for 2015/16 would increase even further unless action was taken to address the situation.
20. A locum occupational therapist (OT) was recruited at the end of June 2015 to oversee all orders for minor adaptations coming into the service. Since the OT commenced work, spending on minor adaptations has significantly reduced. Due to the work undertaken by the OT it is estimated that the Minor Adaptations budget will be underspent by approximately £53,624 during 2015/16 (8% underspent).
21. On the 5 October 2015 the Adult Social Care and Health Committee approved an extension of the OT post for a two year period to enable further savings against the ICELS Minor Adaptations budget to be achieved.

Finance

22. The ICELS budget for 2014/15 was £7.2 million. Prior to the Equipment Review Team and Minor Adaptations OT being in post, at year end the final budget position showed a total overspend of £590,000.
23. Due to the work of the ICELS Partnership Support Team, Equipment Review Team and Minor Adaptations OT, estimates for the 2015/16 budget suggest a reduced possible overspend of £283,000-£324,000 against the £7.2 million budget. It should be noted that the Minor Adaptations OT did not start in post until July 2015.

Non Catalogue Community Equipment

24. Non Catalogue Community Equipment (NCCE) is equipment which is not listed on the services standard equipment catalogue by virtue of its specialist nature. Examples of NCCE equipment are:
 - postural seating
 - specialist beds
 - bespoke slings
 - paediatric seating systems.

NCCE equipment is available to meet specific clinical needs that cannot be covered by the standard catalogue range.

25. The NCCE budget for 2015/16 is £844,246 this has increased from £775,000 in previous years, and it is currently estimated that this budget will incur an overspend of £68,000.

(8%). This sum changes every month due to the ad hoc nature of NCCE and time lags in supply. In 2014/15 the overspend was £213,000 (27%) over budget.

26. As with Minor Adaptations, it is anticipated that by undertaking similar work with Prescribers and proactively managing access and referrals into ICELS for NCCE, this would result in significant savings to the budget and the overall total of new purchases whilst also ensuring far greater use of existing returned NCCE stock already within the stores.
27. The current year's reduced overspend on NCCE equipment has been achieved by the ICELS Partnership Support Team's direct involvement in some of the orders that have been submitted by Prescribers. Some examples are as follows
 - the purchase of a specialist standing bed with pressure mattress that if purchased new would cost £11,700. The ICELS OT was able to identify one from within stores that once it was serviced and refurbished only cost £5,500
 - a specialist chair order for £3,500 was replaced with a refurbished chair from store at a cost of only £770.
 - new specialist chair order for £3,600 was replaced with a stores item at a reduced cost of only £1,400.

Each of these cases involved a considerable amount of skill and dedicated time to identify savings, negotiate with suppliers and carry out direct challenges with prescribers.

28. In the current year even the limited direct interventions detailed in **paragraph 27** have yielded a 19% reduction in expenditure, with the NCCE budget estimated to be 8% overspent in comparison to 27% overspent in 2014/15. Prior to these interventions in 2015/16 the overspend on NCCE equipment steadily increased from 22% in 2012/13 to 27% over budget in 2014/15. Further reductions can be made against the NCCE budget by having an OT in post to check all orders, apply consistent eligibility criteria and encourage Prescribers to reuse existing stock where appropriate.
29. The ICELS Partnership wishes to appoint a temporary OT for a two year period to undertake this work. The extra cost of the OT post would be £43,400 (Band B, scp 34-39 £29,559 - £33,857) and would be funded from savings made as result of activities undertaken by the posts detailed within this report and from the ICELS Partnership budget.
30. To date the Minor Adaptations Occupational Therapist, ICELS Equipment Review Team and Review Team Assistant have concentrated on County Council service users, as access to Health and City information systems has not been available. It is anticipated that once access to these systems is obtained there will be an increase in workload which will require these posts to be in place until 31 March 2018 to allow for the work with Health and City Council service users to be completed.

Cost of the ICELS Partnership Support Team

31. All posts will continue to be fully funded by the ICELS Pooled fund under the funding arrangements detailed within the on-going Partnership Agreement.

Governance

- 32. The ICELS Partnership Board has agreed continuation of the on-going management of the team by Nottinghamshire County Council as the Host Partner in accordance with the terms defined within the ICELS Partnership Agreement (January 2016).
- 33. The Service Director, Strategic Commissioning, Access & Safeguarding, Adult Social Care, Health & Public Protection (ASCHPP), will continue as executive lead for the Partners and the Commissioning Manager Older Adults (ASCHPP) will continue managing the Partnership Support Team Manager.

Statutory and Policy Implications

- 34. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), 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

- 35. All costs for these posts are contained within the jointly funded ICELS Pooled Fund. Arrangements for the team will be reviewed as part of the Partnership agreement and new contract tender due to commence on 1st April 2016.
- 36. Partners have agreed to share any financial risks arising from making these posts permanent.
- 37. The full year cost of these posts is as follows:

Post	FTE	Band	2015/16 Salary	2015/16 inc. on-costs
Partnership Manager	1	D	£41,139	£52,860
Occupational Therapist	1	C	£36,572	£46,924
Finance Officer	1	4	£20,849	£26,493
Administrative Assistant	1	4	£20,849	£26,493
Total cost of team	4fte		£119,409	£152,770

Human Resources Implications

- 38. All posts are filled with no vacancies.

Implications for Service Users

39. This service forms a vital part of the support network which enables clients to exercise choice by remaining in their own homes to live independently. The ICELS Partnership Support Team oversees the contract to ensure quality of service to clients is maintained.

Implications for Sustainability and the Environment

40. This service has been in place since April 2004 and successfully remains efficient and effective in re-cycling and re-using its equipment resources, vastly reducing impacts in waste. The service endeavours to collect back and re-issue 90% of equipment returned. This currently gives a 56% return on annual costs. The ICELS Partnership Support Team works closely with the service provider to identify more efficient ways of working and increase collections as part of on-going savings.

RECOMMENDATIONS

That:

- 1) the information about the contract for the new Integrated Community Equipment Loan Service (ICELS) from 1 April 2016 be noted
- 2) the Partnership Support Team within the joint Integrated Community Equipment Loan Service (ICELS) be made permanent as from 1 April 2016
- 3) a full time qualified Occupational Therapist (Band B), to oversee the Non Catalogue Community Equipment (NCCE) and Prescriber training, be appointed until the end of March 2018
- 4) the Integrated Community Equipment Loan Service Equipment Review Team, Review Team Assistant and Minor Adaptations Occupational Therapist posts be aligned so that the posts terminate at the end of March 2018.

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Constitutional Comments (LM/02/16)

41. The recommendations in the report fall within the Terms of Reference of the Adult Social Care and Health Committee.

Financial Comments (KAS 11/02/16)

42. The financial implications are contained within paragraphs 35 - 37 of the report. The cost of all posts, both permanent and temporary, will continue to be met from within the ICELS Pooled Budget.

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.

- ICELS Partnership Agreement - 8th October 2010
- ICELS Partnership Board minutes - 15th December 2010
- Delegated Decision AC/2011/00019 - 7th April 2011
- ICELS Partnership Board minutes - 24th June 2013
- Integrated Community Equipment Loans Service (ICELS) – report to Adult Social Care and Health Committee on 5th October 2015

Electoral Division(s) and Member(s) Affected

All.

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