

Adult Social Care Directorate
222 Upper Street
London N1 1XX

Report of: Corporate Director of Adult Social Care

Date of Decision: 1 August 2022

Ward(s): All

Subject: Procurement Strategy for Mental Health Crisis House Service

1. Synopsis

- 1.1. This report seeks pre-tender approval for the procurement strategy in respect of a Mental Health Crisis House Service for adults, in accordance with Rule 2.8 of the Council's Procurement Rules.
- 1.2. The current contract commenced on 26 March 2018 and ends on 25 March 2023 (all options to extend the contract have been utilised).
- 1.3. The request to procure a short-term contract for a period of two years until 25 March 2025 will allow for a strategic commissioning review of mental health crisis services to be carried out and the development of a comprehensive procurement strategy for future crisis offer in the borough. The rationale and approach to the review is set out in Section 4.1.8 of this report.
- 1.4. Crisis houses are part of a multi-intervention offer designed to alleviate and de-escalate serious mental health crisis which would otherwise lead to hospital admission, this includes out-of-hours crisis café provision, statutory Crisis Resolution and Home Treatment Teams and crisis houses. Crisis houses provide short-term 24-hour support and treatment in a community, home-like setting to those who perceive themselves to be in, or at risk of moving into, mental health crisis (self-defined). As well as safe accommodation and supervision, a multi-disciplinary team provides a comprehensive mental health assessment, medication review (if applicable), informal emotional and practical support, and occupational activity. People are supported to better manage their symptoms and

distress, self-care and resilience so as to prevent future crisis and reduce reliance on services. Social care needs such as maintaining independence, social interaction, playing a fuller part in society and managing relationships are supported. Crisis houses also help with issues that may have contributed to the crisis, for example, housing, employment, debt, domestic violence and use of substances.

2. Recommendation

- 2.1. To approve the procurement strategy for a mental health crisis house service for adults as outlined in this report, specifically Option 4.

3. Date the decision is to be taken

- 3.1. 1 August 2022.

4. Background

4.1. Nature of the service

- 4.1.1. Adult Social Care's vision is to help people live healthy, independent lives, with access to good-quality care and support when they need it; including the availability of high quality, accessible mental health care and support for all.
- 4.1.2. North Central London (NCL) Integrated Care System (ICS) has the highest prevalence of Serious Mental Illness (SMI) compared to ICSs across London and England¹. Diagnosed SMI prevalence is particularly high in Camden and Islington where there are also higher rates of A&E attendance for symptoms of psychosis. SMI prevalence has been increasing in recent years, and if the current trajectory continues, we expect to have just over 4,000 individuals with diagnosed SMI in Islington by 2030, an increase of over 100 individuals.
- 4.1.3. The number of individuals receiving long term support through Islington Council Adult Social Care is also increasing, and it is anticipated that demand on our services will continue to grow. Currently, around 3,900 residents have accessed long-term adult social care services in Islington in the last year.

¹ North Central London Mental Health Strategic Review: Baseline Report, July 2021

4.1.4. The NHS Long Term Plan sets out an ambition for more comprehensive mental health crisis pathways that can meet the continuum of needs and preferences for accessing crisis care, whether in communities, people's homes, emergency departments or inpatient services. The implementation of these ambitions is to include a central role for complementary and alternative VCS delivered models of crisis care.

4.1.5. Islington Council currently commissions a 12-bed crisis house service, people can stay for up to 14 days. The current service is delivered by a voluntary sector provider who sub-contract Camden and Islington NHS Foundation Trust (C&I) to deliver clinical input. The service accepts referrals from professionals as well as self-referrals. The current contract was issued on 26 March 2018 and ends on 25 March 2023. The service is joint-funded by the Council and NHS North Central London (NCL) Integrated Care Board (ICB).

4.1.6. The service ensures safety and supports recovery by offering:

- timely skilled assessment, treatment, psychosocial interventions, peer and practical support to address health and social care needs for those in crisis, or at risk of moving into, crisis
- structured support planning and crisis planning that promotes access to mental health and universal services that support resilience building, self-management on discharge, maintenance of wellbeing and prevent future crisis
- identification and support for carers

The service allows early and quick access and management during the early crisis or relapse phase. This service acts as alternative care pathway to hospital for those in the early stages of a crisis, and it also provides a more flexible response, in the least restrictive setting, for those who can be managed in a community setting. The service reduces demand on acute mental health admissions in Islington, freeing up hospital treatment for others who have more significant mental health needs.

4.1.7. This Crisis House is part of the mental health community crisis pathway in Islington. The mental health crisis prevention pathway in Islington provides a vital role in providing urgent mental health support to prevent a mental health crisis developing or preventing escalation of mental health problems in order to avoid distressing A&E presentations and/or an inpatient admission, and the maintenance of a person's wellbeing to prevent future crisis.

4.1.8. The following community crisis prevention provision is available to Islington residents, the investment and development of these services has taken place on

a piecemeal way as evidence developed. There is an opportunity to consider if investment is correctly balanced, what improvements can be made to integrate these services more fully:

Crisis Houses

There are currently 36 crisis beds across four sites operating across Camden and Islington residents; some are funded by the Local Authority some funded by NCL ICB. Three sites are delivered by Camden and Islington NHS Foundation Trust (C&I), one of which is a women-only service that is based in Islington. Of these 36 twelve beds are commissioned jointly by Islington Council and NCL ICB and delivered by a Voluntary and Community Sector (VCS) Organisation (the service to be procured).

Crisis Café

The Islington commissioned crisis café is run by a VCS organisation and is available on a drop-in or referral basis. The service provides a safe and vibrant place for people to access during the evening and at weekends, offering social, practical and emotional support during times when other services are closed and when people can feel vulnerable and isolated.

Crisis Resolution and Home Treatment Team (CRHTT)

The CRHTT, delivered by C&I, is a multi-disciplinary mental health team based in the community. The CRHTT provides a safe and effective home-based assessment and treatment service as an alternative to in-patient care. The CRHTT has a key interface with the Islington Crisis House, as both a referring agency and providing assessment, treatment and review for all crisis house residents.

4.1.9. Strategic Review and current performance

Our commissioning intention is to procure a short-term contract for a period of two years commencing 26 March 2023 to 25 March 2025, with a one-year break clause.

This will allow for a strategic commissioning review of the crisis services, undertaken in partnership with the ICB, to inform future commissioning intentions and develop a comprehensive procurement strategy for future crisis offer. An in-depth review is required to ensure investment and resources are being distributed correctly across the crisis pathway, ensuring we have a fully integrated model that supports Islington residents at home, at the right time and in the most effective way.

An initial rapid desktop review of Islington's current crisis care pathway indicates that whilst Islington Council and ICB investment is skewed towards accommodation

services and the relatively new VCS crisis alternatives receive less funding. Also, whilst considerable work has taken place in recent years to deliver a VCS and NHS integrated mental health crisis house model, drawing on the strengths of both sectors, there is scope to further develop integrated working.

There are also significant issues with the current crisis house building, a Grade 2 listed building that make it difficult to repair and maintain. As such future property options will also need to be considered as part of the review.

Future commissioning intentions will be developed by and coproduced over the coming months with service users, and key stakeholders, including the ICB, C&I and VCS specialist mental health providers.

The crisis house occupancy rate for 2021/22 was 69%, as shown in Table 1. As part of the re-procurement further emphasis will be given to establishing stronger links with primary care to raise awareness of the service. Whilst it is not feasible for a crisis house to run at 100% occupancy, as access to beds is needed at all times, by definition people should not wait in a crisis, and use will fluctuate, NICE guidelines for acute beds occupancy indicate that the occupancy rate should be average at 85%. For the current service to meet this target one extra bed would need to be filled at the crisis house on a regular basis.

Table 1: Crisis House occupancy rate 2019/20 – 2021/22

	2019/2020	2020/21	2021/2022
Occupation	83%	67%	69%

4.2. Estimated value

4.1.1 The service in scope for this procurement is jointly funded by the council and NCL ICB.

4.2.1. The current contract has been compared, based on quality and price, to similar contracts and contract awards in London boroughs and other areas in England. Crisis house is an umbrella term that covers a range of different service models that vary from heavy clinical presence to peer led models. This makes a like-for-like comparison on cost across services challenging. The unit cost for the Islington Crisis House is £1,174 per person per week.

4.2.2. The current annual contract price is £732,836. Table 2 below shows the investment split between the council and NCL ICB.

Table 2: Crisis house funding split across LBI and ICB

	LBI	ICB	Total
2022-23	£373,746 (51%)	£359,089 (49%)	£732,836

The new contract will target a fair market price for a good quality service. A 2% inflationary uplift has been applied to the contract price; the anticipated annual value of the new contract will be £747,493. The duration of the new contract would be for a period of two years from 26 March 2023, with break clause options for the council to terminate the contract after year one. The maximum contract price across the total contract period is outlined in table 3:

Table 3: New contract price for the total contract duration

	LBI	ICB	Total
2023-24	£381,221	£366,272	£747,493
2024-25	£381,221	£366,272	£747,493
Total	£762,442	£732,544	£1,494,986

4.3. Timetable

4.3.1. The current contract expires 25 March 2023 and all options to extend have been utilised.

4.3.2. Below is the indicative procurement timetable:

Key milestone	Date
Procurement Strategy approved	August 2022
Publish contract notice	August 2022
Evaluation of tenders	September 2022
Contract award approved	November 2022
Mobilisation Period	December 2022 –March 2023
Contract start date	26 March 2023

4.4. Options appraisal

4.4.1. Four procurement options have been explored and these are set out below.

Option 1: Do not reprocurse crisis house provision, allow the contract to expire on 25 March 2023 and cease commissioning the service.	
Description	Do nothing and service ceases.
Benefits	Delivers a £732,836 saving to the mental health budget.

Dis-benefits	<p>Insufficient time to plan for the removal of 12 crisis house beds without significant negative impact on residents and the wider crisis pathway.</p> <p>Public consultation on this option would be required as it would be closing an existing service, there is not sufficient time or options information available to undertake this prior to contract end.</p> <p>There will be a reduction to the preventative support available to residents in our borough who may be experiencing mental health crisis.</p>
Recommended	No
Option 2: Deliver in-house	
Description	Adult Social Care In-House services develop crisis house provision to meet needs.
Benefits	<p>The Council is committed to delivering services in-house wherever feasible.</p> <p>In house crisis house provision would maintain provision within the borough. It would also enable residents to benefit from Islington's social care and health services, and quality monitoring.</p> <p>It would provide opportunities for local recruitment, fair terms and conditions for the workforce.</p> <p>The Council would have greater control over the quality of provision and the contribution the service makes to wider council ambitions including environmental and community wealth building priorities.</p> <p>The Council retains full control to drive efficiencies/economies of scale</p>
Dis-benefits	<p>The Council does not have sufficient estates, staffing, nor clinical governance in place to enable delivery from April 2023.</p> <p>It would be highly unusual for crisis house provision to be delivered by a local authority.</p> <p>Establishing Council mental health crisis house provision would have significant financial and resource implications in an already challenging financial context.</p> <p>The Council does not currently deliver similar provision in-house. It therefore does not have the necessary skills, or qualified staff to deliver training and development to the standard of crisis house provision for people with mental health needs.</p>

	<p>Delivering the service in-house would reduce opportunities for developing long term relationships and opportunities for collaboration with providers to meet council priorities.</p> <p>Establishing Council run mental health crisis prevention services would require a specialist aspect to our work above any that we are currently providing.</p> <p>The Council would have to source an appropriate property and to date no suitable properties have been identified that can come online by the end of the current contract term (March 2023). within the required timeframe.</p> <p>Delivery of in-house crisis house provision comes with increased reputational, financial and operational risks to the council should the service fail to deliver good quality provision.</p> <p>It is recommended a fuller exploration of alternative use of the resource is undertaken before a decision is made on the medium to long-term future of the service. This may result in considerable remodelling or reallocation of the resource.</p> <p>As we will be reviewing the full model of crisis care now is not the most appropriate time to consider bring a service in-house as this may change over the medium term and would take considerable time and start-up costs to achieve.</p>
Recommended	No
Option 3: Procure an external provider to deliver crisis house provision with a contract for up to five years	
Description	Re-procure via competitive tender and issue contract for three years, with the option to extend for a further two years
Benefits	<p>It would enable continuation of crisis house provision in-borough and closer to home for residents– in line with resident choice.</p> <p>It would enable residents to benefit from Islington’s Multi-Disciplinary Quality Team and quality monitoring associated with strategically commissioned provision.</p> <p>Ensures services share Islington’s vision and take a strengths-based approach to transform outcomes.</p> <p>Enables an integrated approach within the wider crisis pathway to be further embedded leading to improved outcomes for residents.</p>

	<p>Commissioning externally run provision would enable the council to tap into existing provision in a borough where access to buildings suitable for crisis house delivery are limited. The Council would also benefit from a provider who has experience of delivering crisis accommodation and support provision and have the necessary expertise and governance.</p> <p>External procurement is likely to deliver competitive prices and provides an opportunity to invigorate this service area with new service providers.</p> <p>External procurement can promote inclusive economy and social value priorities through a specification that stipulates measures such as payment of the London Living Wage and advertising jobs locally through iWork as well as a tender process that gives 20% weighting to social value.</p> <p>A maximum five-year contract is likely to be more attractive to potential providers than a maximum two-year contracts.</p>
Dis-benefits	<p>This would require the council to commit to a contract that continues past the closure of the current building when there is uncertainty over availability of a more suitable building and building costs are not known.</p> <p>A commitment to a longer-term contract delays consideration of rebalancing investment to other crisis alternatives and preventative services, such as the crisis café and reablement.</p> <p>External procurement provides the council with less direct control over quality. Though the council would have robust quality monitoring processes in place.</p>
Recommended	No
Option 4: Procure an external provider to deliver crisis house provision for a shorter-term contract (two years maximum with break clause available at the end of year one).	
Description	Re-procure via competitive tender and issue a contract for two years, with break clause option for the council to terminate the contract after year one.
Benefits	Allows time for an in-depth strategic review of the crisis house and wider crisis pathway, that will inform future commissioning intentions and develop a comprehensive procurement strategy for future crisis prevention offer. This review will include consideration of how resources are distributed across other crisis alternatives and preventative services, such as the crisis café and reablement service, to ensure residents are getting the right support and at the

	<p>right time, in the community. This short-term contracting arrangement also allows for in-depth engagement with residents and other key stakeholders to develop proposals for future service delivery and implementation by the end of the contract date.</p> <p>It would enable continuation of crisis house provision in-borough and closer to home for residents– in line with resident choice.</p> <p>It would enable residents to benefit from Islington’s Multi-Disciplinary Quality Team and quality monitoring associated with strategically commissioned provision.</p> <p>Ensures services share Islington’s vision and take a strengths-based approach to transform outcomes.</p> <p>Enables an integrated approach within the wider crisis pathway to be further embedded leading to improved outcomes for residents.</p> <p>Commissioning externally run provision would enable the council to tap into existing provision in a borough where access to buildings suitable for crisis house delivery are limited. The Council would also benefit from a provider who has experience of delivering crisis accommodation and support provision and have the necessary expertise and governance.</p> <p>External procurement is likely to deliver competitive prices and provides an opportunity to invigorate this service area with new service providers.</p> <p>External procurement can promote inclusive economy and social value priorities through a specification that stipulates measures such as payment of the London Living Wage and advertising jobs locally through iWork as well as a tender process that gives 20% weighting to social value.</p>
Dis-benefits	<p>A two-year contract may not be attractive to the market.</p> <p>External procurement provides the council with less direct control over quality. Though the council would have robust quality monitoring processes in place.</p>
Recommended	Yes.

4.5. Key Considerations

- 4.5.1. In addition to the local economic benefits of the service being provided in Islington, social benefits clauses will place an emphasis on the service being part of the fabric of the local community, supporting and encouraging service users to make

use of local universal health and social support services; engage with relevant third sector services; sustain local links with family and friends; and make better use of community resources to support good mental health, coping strategies, and living skills.

4.5.2. LLW will be a condition of this contract where permitted by law.

4.5.3. The service will implement a robust performance-monitoring framework so that value for money, quality, outcomes, and cost effectiveness can be assessed. The monitoring framework will include activity levels, evidence of outcomes achieved, as measured against the desired service KPIs outcomes in the service specification and individual support plans. Expenditure against the service budget will also be required. Regular contract monitoring reviews will take place and the provider will submit information on the service on a quarterly basis. This process allows for continuous improvement and service development. The service specification will include provisions to ensure the provider offers continuous improvement against delivery targets and works with commissioners and service users to co-produce a service where innovations can be quickly implemented.

4.5.4. There are additional opportunities for delivering social value, which providers will be asked to evidence in the ITT method statements. These will include the following:

- Commitment from the provider to supporting local recruitment – including in partnership with the iWork Service;
- Voluntary/peer support opportunities within the service for people with lived experience;
- Commitment from the provider on training and upskilling of staff, including via apprenticeship and formal qualifications;
- Commitment from the provider to using local supply chains;
- Community engagement commitments from the provider, including partnership working with other local community services, VCS organisations, community groups/resources, and making use of shared spaces within the crisis house building;
- Commitment from the provider to staff wellbeing – for example via adoption of specific workplace health initiatives; and
- Commitment from the provider on delivering environmental and bio-diversity improvements within the service, reducing waste, use of sustainable resources, and limiting energy consumption.

In terms of environmental sustainability, an environmental impact assessment and health safety assessment have been completed as part of procurement preparation.

4.5.5. TUPE may apply to this contract. The appropriate TUPE information will be included in the tender documents.

4.6. Evaluation

The tender will be conducted in one stage, known as the Open Procedure, as the tender is 'open' to all organisations who express an interest. The Open Procedure includes minimum requirements which organisations must meet before the rest of their tender is evaluated.

The council reserves the right to not award the contract if the received tenders do not offer value for money.

Bids will be evaluated on the basis of 80% quality, of which 20% will be allocated to social value, and 20% price. Quality criteria (80%) will be split as outlined below:

Award Criteria	Weighting %
Quality – made up of method statement questions:	80%
Proposed approach to delivery of service model	30%
Social value	20%
Safeguarding and risk management	10%
Service user engagement and coproduction	10%
Partnership Working	5%
Implementation	5%

4.7. Business risks

Risk	Mitigation/s
Residents unhappy with short-term commitment to continuing the crisis house model	<p>Engagement with residents includes seeking their views on the crisis house offer and communicating a commitment to ensure we are making the best use of the resources. Communication to residents is clear that no decisions have been made and further engagement will take place over the coming two years.</p> <p>Commissioners will engage with residents regarding the proposed re-procurement, the proposed service model and the procurement exercise. Residents will be kept up to date with the procurement as it progresses.</p>
Insufficient interest from the market in a two-year contract	A Prior Information Notice and market engagement questionnaire has been

	published to gauge market interest – with interest gained from six providers. Informal conversations with providers to date also indicate local interest.
TUPE implications – TUPE may apply	TUPE information will be published as part of the tender documentation to ensure transparency.

4.8. The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

4.9. The following relevant information is required to be specifically approved in accordance with rule 2.8 of the Procurement Rules:

Relevant information	Information/section in report
1. Nature of the service	The service is for Islington residents aged 18 and over who may be in need of mental health support to prevent further deterioration in their mental wellbeing and escalation of crisis. See paragraph 4.1.1
2. Estimated value	The estimated value per year is £ 747,493. The agreement is proposed to run for a period of two years with a break clause option to terminate the contract after year one. See section 4.2.
3. Timetable	<ul style="list-style-type: none"> • Procurement Strategy approved August 2022 • Publish contract notice August 2022

	<ul style="list-style-type: none"> • Contract award approved November 2022 • Mobilisation Period December 2022 –March 2023 • Contract start date - March 2023 <p>See paragraph 4.3</p>
4. Options appraisal for tender procedure including consideration of collaboration opportunities	<p>Re-procure via competitive tender and issue a contract for two years, with a break clause option to terminate the contract after year one.</p> <p>See paragraph 4.4</p>
5. Consideration of: <ul style="list-style-type: none"> • Social benefit clauses; • London Living Wage; • Best value; • TUPE, pensions and other staffing implications 	<p>London Living Wage and TUPE will apply to the contract.</p> <p>See paragraph 4.5</p>
6. Award criteria	<p>Bids will be assessed on 80% quality and 20% cost. The award criteria price/quality breakdown is more particularly described within the report.</p> <p>See paragraph 4.6</p>
7. Any business risks associated with entering the contract	<p>See paragraph 4.7</p>
8. Any other relevant financial, legal or other considerations.	<p>See paragraph 5.1 and 5.2</p>

5. Implications

5.1. Financial Implications

- 5.1.1. The Mental Health Crisis House Service budget sits within the Mental Health Commissioning Pool within the Adult Social Care Budget. This is a S75 arrangement between the London Borough of Islington and NCL ICB. The Council

contributes £373,728 (51%) and the ICB contribute £359,072 (49%). The budget for this service for 2022-23 is £732,800.

- 5.1.2. The new contract value will be £747,493, this is an increase of £14,693 which will be funded from the market inflation allocation.
- 5.1.3. The length of the contract is two years with a break clause option to terminate the contract after one year. The maximum cost of the contract over the full two-year period will be £1,494,986.
- 5.1.4. Payment of London Living Wage is already a requirement of the contract and should not result in any additional costs.
- 5.1.5. Any TUPE cost implications that may arise from this tender will have to be met by existing resources outlined above.

5.2. **Legal Implications**

- 5.2.1. This report seeks approval of the procurement strategy to procure a 2 year contract (with break clause option to terminate the contract after year one) for a Mental Health Crisis House Service for adults.
- 5.2.2. The services referred to in the body of this Report are provided pursuant to the council's statutory duties under the Mental Health Act 1983, the Health and Social Care Act 2012 and the Care Act 2014.
- 5.2.3. The Local Government Act 1999, requires the council to make arrangements to achieve Best Value in the exercise of its functions when considering a service provision, which includes the services detailed in the body of the report.
- 5.2.4. The value of the contract for the Mental Health Crisis House Service for adults is £1,494,986 (£747,493 per year). The contract is jointly funded by the council and NHS North Central London Integrated Care Board (NCL ICB). In 2023 to 2024 the council's contribution will be £381,221 and NCL ICB's contribution will be £366,272. In 2024 to 2025 the Islington Councils contribution will be £381,221 and NCL ICB's funding contribution will be £366,272. The value of the services contract is subject to the light touch regime set out in Regulations 74 to 76 of the Public Contracts Regulations 2015 (as amended) (PCR). The threshold for the light touch regime is currently £663,540 therefore the value of the proposed contract is above this threshold. Contracts that are over threshold need to be advertised on Find A Tender. There are no prescribed procurement processes under the light touch regime, therefore the council may use its discretion as to how it conducts the procurement

process provided that it complies with the retained EU principles of equal treatment, non-discrimination and fair competition.

- 5.2.5. The Transfer of Undertaking Protection of Employment Regulations 2006 (TUPE) apply where service provision changes from one contractor to a new contractor and the activities being transferred are fundamentally the same as the activities being carried out by the previous contractor. Where TUPE apply the council will need to ensure that it complies with TUPE regulations. TUPE information will have to be provided in the procurement process in order to provide bidders with sufficient information about the employment liabilities attached to the service to enable them to price their bids appropriately.
- 5.2.6. The procurement must comply with the council's Procurement Rules. Procurement Rule, 1.7 band (iv) (b) requires "a formal tender process with a minimum of five (5) written competitive tenders". The report states that the open procedure will be used.
- 5.2.7. Procurement Rule 24.2 states that all contracts over £24,999 will need formal conditions prepared or agreed by the Legal Services Team. Legal Services will provide advice and support on the form of contract.
- 5.2.8. Under Procurement Rule 18, Corporate Directors have the power to procure and award the contracts using revenue spend of up to £2,000,000.
- 5.2.9. The decision maker can approve the recommendations provided they are satisfied with the contents of the report and the recommendations represents best value for the council.
- 5.3. **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030**
 - 5.3.1. The re-procurement of the Mental Health Crisis House Service for adults will have a negligible impact on the current existing levels of carbon emissions and will not produce any additional Environmental Implications.
 - 5.3.2. As a commissioned service, it will be delivered in-line with London Borough of Islington's net zero carbon policy.
 - 5.3.3. As the service is accommodated in a Council building, any equipment supplied and used will be as energy efficient as possible, subject to the acquisition and provision by Facilities and Digital Services, who will help to minimise energy consumption and maximise the use of renewable energy.
 - 5.3.4. There will be no generation of hazardous waste and the service will comply with the Council's policy and procedures for waste minimisation and recycling.
 - 5.3.5. The Council is committed to engaging residents and partner health sector organisations in their drive to meet emission reductions as part of the Net Zero

Carbon 2030 Programme – recommended environmental improvements to the Service will be introduced, where feasible

5.4. Equalities Impact Assessment

- 5.4.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- 5.4.2. An Equalities Impact Assessment is not required in relation to this report, because an Equalities Impact Screening Tool was completed in March 2022, which indicated that the impact on residents across all protected characteristics would be neutral or positive and therefore a full EQIA is not required.
- 5.4.3. The full Equalities Impact Assessment Screening Tool is appended.

6. Conclusion and reasons for the decision

- 6.1. This report recommends commissioning a mental health crisis house service for adults when the current contract ends in March 2023. The procurement will include a specification that further develops the integrated model between the VCS and NHS. It will enable people to access support and treatment quickly and easily during early crisis/ relapse phase. During the contract term, a full review of the service will be undertaken within the context of the wider crisis pathway, including exploration of building options and balance of investment in the crisis alternative and prevention services.

7. Record of the decision

- 7.1. I have today decided to take the decision set out in section 2 of this report for the reasons set out above.



Signed by:

Corporate Director of Adult Social Care

Date: 1 August 2022

Appendices: Equalities Impact Assessment Screening Tool

Background papers: none

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