

**From:** Clair Bell, Cabinet Member for Adult Social Care and Public Health  
Richard Smith, Corporate Director of Adult Social Care and Health

**To:** Adult Social Care Cabinet Committee – 25 November 2020

**Decision No:** 20/00098

**Subject:** **Contract Award for Community Based Wellbeing Services – Phase 1**

**Classification:** Restricted Appendix (Exempt from publication by Schedule 12A to the Local Government Act 1972, as it contains commercially sensitive information)

**Past Pathway of report:** Adult Social Care and Health Directorate Management Team – 18 November 2020

**Future Pathway of report:** Cabinet Member decision

**Electoral Division:** All

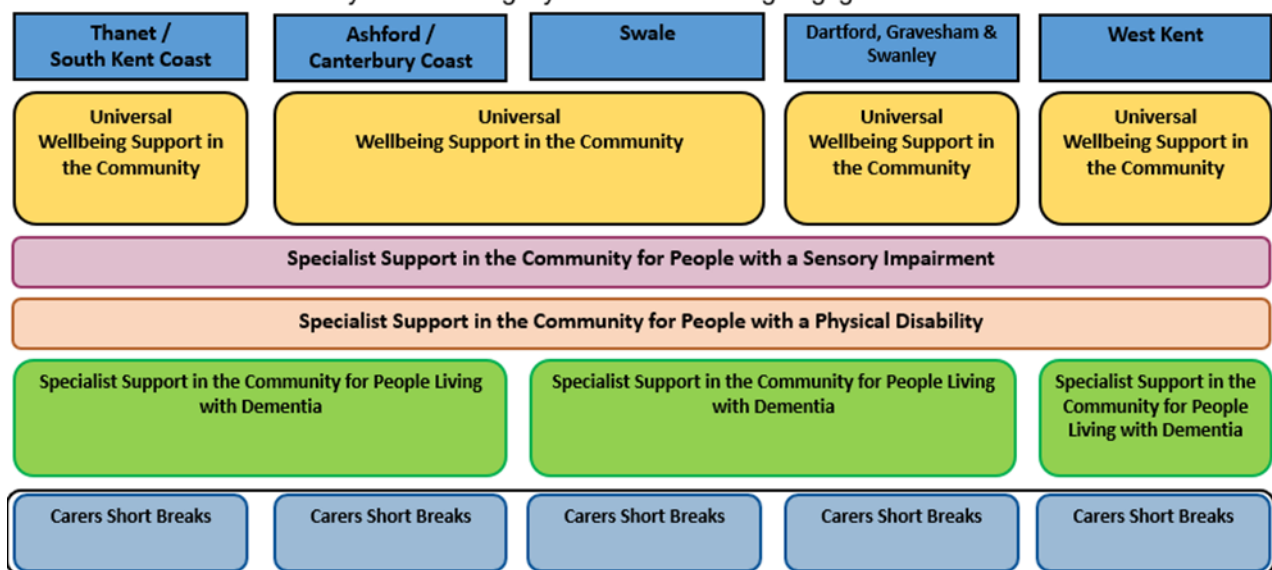
**Summary:** To inform the Cabinet Member for Adult Social Care and Public Health on the progress to date to establish new contracts for Community Based Wellbeing Services (Phase1) and to request approval to award new contracts from April 2021.

**Recommendation(s):** The Adult Social Care Cabinet Committee is asked to: **CONSIDER** and **ENDORSE** or make a **RECOMMENDATION** to the Cabinet Member for Adult Social Care and Public Health on the proposed decision (attached as Appendix A) to:

- a) **AWARD** contracts for the provision of Community Based Wellbeing Services, to the successful providers identified through the procurement exercise and as detailed in exempt Appendix 1, for a period of three years with the option to extend for further twelve month periods, up to two years;
- b) **DELEGATE** authority to the Corporate Director of Adult Social Care and Health, after consultation with the Cabinet Member for Adult Social Care and Public Health and the Corporate Director for Finance, to agree the relevant contract extensions as required; and
- c) **DELEGATE** authority to the Corporate Director of Adult Social Care and Health to take other relevant actions, including but not limited to finalising the terms of and entering into required contracts or other legal agreements, as necessary to implement the decision.

## **1. Introduction**

- 1.1 Adult Social Care has historic grant arrangements in place with voluntary and community sector providers across the county. These grants provide a contribution towards the costs of services that support older people, people living with dementia, people with a physical disability and people with sensory impairments.
- 1.2 There are issues related to use of historic grant arrangements including an inconsistency in the type of support and services funded across the county, lack of correlation between spend and demographic factors, limitations in the ability to monitor the performance of services and therefore to understand the impact that services have on people.
- 1.3 The project in 2017-18 to commission a Core Offer of community-based wellbeing support for older people, people living with dementia and people with a physical disability was halted to achieve savings against the voluntary sector budget. Recognising the impact that the reduced budget would have on existing proposals, following discussion at the Adult Social Care Cabinet Committee meeting on 23 November 2017 the committee endorsed that a new approach was needed to end the remaining grants and commission wellbeing support.
- 1.4 The new approach proposed moving separate core offers into one commissioned service, aligning timelines, reducing duplication, maximising value for money, providing more holistic support for vulnerable adults in Kent and their Carer's as well as measuring and evidencing the benefit of these preventative services.
- 1.5 On 27 September 2018, the Adult Social Care Cabinet Committee endorsed, under decision number 18/00041, that this new approach would be undertaken in two stages. Specifically, commission Community Navigation services that connect people to the support that they need, and commission the support that people are navigated to - Community Based Wellbeing Services
- 1.6 On 16 January 2020 the Adult Social Care Cabinet Committee considered and endorsed the timetable for the phased procurement programme to award all of the following Community Based Wellbeing Contracts in a three phased approach with all contracts live by April 2022:



- 1.7 Market and stakeholder engagement was undertaken to gather views to shape the new contracts and the provision of services in the future. Engagement has included a public consultation in 2019, a number of provider workshops held in 2019 and 2020, engagement with borough and district councils, and a Project Board was set up including relevant representatives from across the Council and CCG commissioners.
- 1.8 Owing to the complexity of the various Service Specifications and in line with Commissioning for Success guidelines, it was agreed that the Competitive Procedure with Negotiation would be used.
- 1.9 The phased procurement process was commenced early in 2020 to award a number of contracts to replace the historic grant arrangements. The three contracts to be awarded in this Phase (Phase One) will be for services to support older people (55+) in West Kent, support older people in Thanet and South Kent Coast, and support people with sensory impairments across the county.
- 1.10 The procurement process was paused at the end of March 2020 due to the effects of Coronavirus on the community and providers. Decision number 20/00098, taken in October 2020, agreed to re-start the Phase 1 procurement process.
- 1.11 The procurement documentation was amended to include responses regarding Bidder's experiences of delivering services through COVID and how they have adapted, and the impact on those adaptations for future delivery.
- 1.12 This decision supports KCC's Strategic Statement through supporting key providers that deliver services to older and vulnerable residents that will ensure they are safe and supported with choices to live independently. This decision relates to the proposal within the Strategic Delivery Plan of moving organisations from grants to contracts.

1.13 This decision supports Kent County Council's Strategic Reset programme by implementing Asset Based Commissioning.

1.14 The contracts will enable the council to meet its duties under the Care Act 2014 by promoting wellbeing for individuals and their Carers, through the provision of information and advice that enables people to make choices about their care, by preventing or delaying people deteriorating to the point where they require health or social care support and through supporting market sustainability.

1.15 This report summarises the commissioning intentions, procurement process and evaluation, together with recommendations for the award of this contract.

## **2. Commissioning Intentions**

2.1 To introduce well-managed contracts for adult social care and to have systems and measures in place to manage its day-to-day operational requirements, including:

- Key Performance Indicators (KPIs). Ongoing management and monitoring of quality ensures that all providers remain compliant to their contractual commitments; and
- Contract Management. Regular communication with providers continues to strengthen the relationship. Regular analysis of KPIs, and management information for quality of services and improved contract monitoring.

2.2 The scope of Community Based Wellbeing Services included universal wellbeing services for older people (55+), specialist dementia services, specialist physical disability services, specialist services for people with sensory impairments, and carers' short breaks services.

2.3 As the scope of services was so large it was decided that a total of ten contracts will be awarded, with the contracts split up by service type and geographical area (as depicted in Paragraph 1.6) to allow smaller providers in the market to bid for the contracts.

### **Procurement Process**

2.4 The Community Based Wellbeing Service contracts are being procured in three phases, with this phase (Phase 1) resulting in the following contract awards:

- Lot 1 – Universal Wellbeing Services in West Kent
- Lot 2 – Universal Wellbeing Services in Thanet and South Kent Coast
- Lot 3 – Wellbeing Services in the Community for People with Sensory Impairments

2.5 Procurement for the remaining contracts (Phases 2 and 3) will begin in 2021.

2.6 The illustration below shows the procurement process taken:



2.7 Table 1 shows the procurement timetable:

**Table 1: Procurement timetable**

Event	Date
Selection Questionnaire available to providers	3 <sup>rd</sup> February 2020
Selection Questionnaire return deadline	17 <sup>th</sup> February 2020
Invitation to Tender dispatch	15 <sup>th</sup> September 2020
Initial Tender return deadline	7 <sup>th</sup> October 2020
Tender evaluation and clarification, including negotiation meetings	7 <sup>th</sup> October 2020 – 16 <sup>th</sup> October 2020
Issue of Invitation to Submit Final Tender	20 <sup>th</sup> October 2020
Final Tender return	4 <sup>th</sup> November 2020
Issue award letters	10 <sup>th</sup> December 2020
Standstill period complete	21 <sup>st</sup> December 2020
Contract award	22 <sup>nd</sup> December 2020
Mobilisation	4 <sup>th</sup> January 2021 – 31 <sup>st</sup> March 2021
Service Commencement	1 <sup>st</sup> April 2021

2.8 The successful providers for each Contract Lot (1, 2 and 3) can be found in Appendix A. This is a Restricted Appendix that is exempt from publication by Schedule 12A to the Local Government Act 1972, as it contains commercially confidential information.

### 3. Financial Implications

3.1 In-depth detailed work carried out by the council's Strategic Commissioning and Analytics and Finance Teams at the pre-procurement stage identified the following budgets across the three Contract Lots:

#### Lot 1 – Universal Wellbeing Services in West Kent

Contract Budget Year 1	Contract Budget Year 2	Contract Budget Year 3	Contract Budget Year 4 (optional)	Contract Budget Year 5 (Optional)	Total
£975,866.17	£980,000.00	£990,000.00	£1,000,000.00	£1,015,000.00	£4,960,866.17

#### Lot 2 – Universal Wellbeing Services in Thanet and South Kent Coast

Contract Budget Year 1	Contract Budget Year 2	Contract Budget Year 3	Contract Budget Year 4 (optional)	Contract Budget Year 5 (Optional)	Total
£1,231,840.75	£1,235,000.00	£1,240,000.00	£1,245,000.00	£1,250,000.00	£6,201,840.75

#### Lot 3 - Wellbeing Services in the Community for People with Sensory Impairments

Contract Budget Year 1	Contract Budget Year 2	Contract Budget Year 3	Contract Budget Year 4 (optional)	Contract Budget Year 5 (Optional)	Total
£1,089,532.96	£1,074,000.00	£1,058,000.00	£1,030,000.00	£1,000,000.00	£5,251,532.96

3.2 The budget for each contract was reached using financial modelling based on a number of variables, including population estimates by age, rurality, and those affected by dementia and by deprivation, domiciliary care spend and disability benefit claimants.

3.3 The term of each of the contracts will run for a minimum of 3 years with the option to extend for further periods of up to 2 years. Based on five years duration the estimated lifetime value of all three of the Phase 1 contracts is £16,414,239.88.

3.4 Work has been undertaken in conjunction with Finance colleagues to ensure that the value of all Community Based Wellbeing Services contracts (across Phases 1,2 and 3) will remain within the allocated budget for the contract periods.

### 4. Legal implications

4.1 The Strategic Commissioning Division used the standard Care Services Terms and Conditions of contract. There will need to be resource allocated at the end point contract award for contracts to be signed and sealed. The new contracts

will be taken forward in a way which ensures the Council's statutory responsibilities are discharged accordingly.

## 5. Equalities implications

- 5.1 The Equality Impact Assessment has been updated as part of the project plan when changes have occurred and have been fully considered. All the significant changes will be approached in a manner that respect and adhere to the Council's equalities responsibilities. All appropriate advice will be sought from the Strategy, Policy, Relationships and Corporate Assurance Division.

## 6. Data Protection Implications

- 6.1 A Data Protection Impact Assessment has been developed and will be updated as the work to deliver the new contracts is progressed.

## 7. Other corporate implications

- 7.1 These contracts have a connection with Community Navigation services already commissioned.

## 8. Conclusions

- 8.1 The council has duties under the Care Act 2014 to promote wellbeing for individuals and their Carers, through the provision of information and advice that enables people to make choices about their care, by preventing or delaying people deteriorating to the point where they require health or social care support and through supporting market sustainability.
- 8.2 The historic grant arrangements currently in place provide inconsistency in the type of support and services funded across the county, lack of correlation between spend and demographic factors, as well as limitations in the ability to monitor the performance of services and therefore to understand the impact that services have on people.
- 8.2 Comprehensive work has been carried out to develop the new contracts and a thorough procurement process was undertaken in accordance to the Public Contract regulation 2015 (PCR15) to award the Phase 1 contracts.

## 9. Recommendation

- 9.1 Recommendation: The Adult Social Care Cabinet Committee is asked to: **CONSIDER** and **ENDORSE** or make a **RECOMMENDATION** to the Cabinet Member for Adult Social Care and Public Health on the proposed decision (attached as Appendix A) to:
- a) **AWARD** contracts for the provision of Community Based Wellbeing Services, to the successful providers identified through the procurement exercise and as detailed in exempt Appendix 1, for a period of three years with the option to extend for further twelve month periods, up to two years;

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## 10. Background Documents

Community Based Wellbeing Services (Grants to Contracts) Report to Cabinet Committee on 27 September 2019.

<https://democracy.kent.gov.uk/documents/s92294/Item%208%20-%20Community%20Based%20Wellbeing%20Services%20Contract%20Update.pdf>

Community Based Wellbeing Services (Grants to Contracts) – Procurement Programme and Grant Extension Approvals Report to Cabinet Committee on 16 January 2020.

<https://democracy.kent.gov.uk/documents/s95362/Item%209%20-%20Community%20Based%20WellBeing%20Services%20-%20Procurement%20Programme%20and%20Grant%20Extensions.pdf>

Community Based Wellbeing Services Procurement Restart (Decision Number 20/00098).

<https://democracy.kent.gov.uk/documents/s99062/Item%206%20-%20Community%20Based%20Wellbeing%20Service%20Restart.pdf>

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