

**From:** Richard Smith, Corporate Director Adult Social Care and Health  
**To:** Clair Bell, Cabinet Member for Adult Social Care and Public Health  
**Subject:** **Community Based Wellbeing Services and Carers' Short Breaks Contracts**

**Key decision no:** 21/00110

**Classification:** Unrestricted - Restricted Appendices (Exempt from publication by Schedule 12A to the Local Government Act 1972, as they contain commercially sensitive information)

**Past Pathway of report:** Adult Social Care Governance Board  
Adult Social Care Cabinet Committee – 18 January 2022

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

**Electoral Division:**All

**Summary:** To inform the Adult Social Care Cabinet Committee on the progress to establish the remaining new contracts for Community Based Wellbeing Services (Phases 2/3).

**Recommendation(s):** The Cabinet Member for Adult Social Care and Public Health is asked to:

- a) **APPROVE** the Direct award of a year contract until 31 March 2023 for the provision of Carers' Short Breaks;
- b) **APPROVE** the contract awards (as detailed in the exempt appendices 1 and 2) for the provision of Community Based Wellbeing Services funded by Kent County Council for a period of three years with the option to extend for further periods of up to two years, and Dementia Coordinator Services funded by the NHS Kent and Medway Clinical Commissioning Group and Kent County Council for a period of two years; and
- c) **DELEGATE** authority to the Corporate Director 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, the Adult Social Care Cabinet Committee on 23 November 2017 endorsed the new approach 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 approved the timetable for the phased procurement programme for all the following Community Based Wellbeing Contracts in a three phased approach with all contracts live by April 2022 (contracts faded in the diagram have already been awarded):



- 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 Clinical Commissioning Group commissioners.
- 1.8 Work undertaken with Clinical Commissioning Group commissioners also identified the need for a Dementia Coordinator service funded by the Clinical Commissioning Group to support individuals diagnosed with dementia throughout their journey. The Dementia Coordinator service and the Post Diagnostic Support Services will work closely together to achieve the biggest impact for Kent residents, so it was decided to procure the services together, with Kent County Council leading on behalf of the Clinical Commissioning Group.
- 1.8 As a result of the amount of interest in the contracts gauged through market engagement, it was agreed that the Restricted Procedure would be used.
- 1.9 The phased procurement process started in early 2020 to award contracts to replace the historic grant arrangements. Three contracts were awarded in Phase One, 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 which commenced in April 2021.
- 1.10 The procurement process for this Phases Two and Three began in mid 2021 and was complete by the end of 2021.
- 1.11 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.

- 1.12 These services will be outcome focussed based on the Making a Difference Everyday (MADE) principles. MADE is Adult Social Care's vision to support people to live a life based on what's important to them and that keeps them safe, with the person at the heart of everything we do, shaping the future together with the person and their families/carers.
- 1.13 In addition to the Kent County Council funded contracts, in June 2021 Kent & Medway Clinical Commissioning Group also approved £1.8million funding for two years for a Dementia Coordinator Service starting in April 2022. Due to the high level of integration between the Dementia Coordinator service and the Kent County Council Community Based Wellbeing Post Diagnostic Support Service for People with Dementia, the contracts were procured together by Kent County Council on behalf of the Clinical Commissioning Group.
- 1.14 For the Dementia Coordinator Service Contracts Kent County Council will enter into the contracts with the successful providers on behalf of the Clinical Commissioning Group, managed via a 'Section 256' agreement with the Clinical Commissioning Group.
- 1.15 There is work underway to develop a new Carers Strategy for Kent. As such there is the need to continue with the current contractual arrangements for supporting Carers until the new Strategy is approved and adopted.

## **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, and specialist services for people with sensory impairments.
- 2.3 As the scope of services was so large it was decided that a total of nine 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.

## **3. Procurement Process**

- 3.1 The Community Based Wellbeing Service contracts are being procured in three phases, with these final two phases resulting in the following contract awards:
- 3.2 Kent County Council funded contracts:

- Lot 4 – Universal Wellbeing Services in Ashford, Canterbury & Swale
- Lot 5 – Universal Wellbeing Services in Dartford, Gravesham & Swanley
- Lot 6 – Wellbeing Services in the Community for People with a Physical Disability
- Lot 7 – Post Diagnostic Support Services in the Community for People with Dementia and their Families in West Kent
- Lot 8 – Post Diagnostic Support Services in the Community for People with Dementia and their Families in East Kent
- Lot 9 – Post Diagnostic Support Services in the Community for People with Dementia and their Families in North Kent

3.3 Kent County Council and Clinical Commissioning Group funded contracts:

- Lot 10 - Dementia Coordinator Service in West Kent
- Lot 11 – Dementia Coordinator Service in East Kent
- Lot 12 - Dementia Coordinator Service in North Kent & Medway

3.4 Table 1 shows the procurement timetable:

**Table 1: Procurement timetable**

Event	Phase 2	Phase 3
Selection Questionnaire (SQ) dispatch	7 Jul 2021	2 Aug 2021
SQ return	12 Aug 2021	27 Aug 2021
SQ evaluation	13 Aug – 24 Sept 2021	31 Aug – 21 Sept 2021
Issue of Invitation to Tender (ITT)	27 Sept 2021	22 Sept 2021
ITT return	4 Oct 2021	13 Oct 2021
Evaluation of ITT	5 – 15 Oct 2021	14 Oct – 15 Nov
Adult Social Care Cabinet Committee	18 Jan 2022	18 Jan 2022
Issue award letters	31 Jan 2022	31 Jan 2022
Standstill period complete	11 Feb 2022	11 Feb 2022
Contract award	14 Feb 2022	14 Feb 2022
Mobilisation	Feb – 31 Mar 2022	Feb – 31 Mar 2022
Service Commencement	1 April 2022	1 April 2022

3.5 As part of the procurement process bidders were expected to demonstrate learning and adaptability in relation to delivering support and the impact of COVID. Bidders were also evaluated on their approaches to delivering support that reflects the diversity of the communities they would be supporting.

3.6 The successful providers for each Contract Lot (Lots 4-12) can be found in Exempt Appendix 1 (Lots 4 to 6) and Exempt Appendix 2 (Lots 7 -12). These are Restricted Appendices which are exempt from publication by Schedule 12A to the Local Government Act 1972, as they contain commercially confidential information.

3.7 All successful providers will be working with a network of partner organisations to deliver against the expected outcomes of these contracts.

## 4. Financial Implications

4.1 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 Kent County Council Contract Lots:

### Kent County Council funded contracts:

#### Lot 4 – Universal Wellbeing Services in Ashford, Canterbury & Swale

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Financial Envelope Contract Year 3	Financial Envelope Contract Year 4 (optional)	Financial Envelope Contract Year 5 (Optional)	Total
£997,350.68	£998,000.00	£ 975,000.00	£ 950,000.00	£930,000.00	£4,850,350.68

#### Lot 5 – Universal Wellbeing Services in Dartford, Gravesham & Swanley

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Financial Envelope Contract Year 3	Financial Envelope Contract Year 4 (optional)	Financial Envelope Contract Year 5 (Optional)	Total
£734,460.80	£700,000.00	£660,000.00	£630,000.00	£600,000.00	£3,324,460.80

#### Lot 6 - Wellbeing Services in the Community for People with a Physical Disability

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Financial Envelope Contract Year 3	Financial Envelope Contract Year 4 (optional)	Financial Envelope Contract Year 5 (Optional)	Total
£148,616.20	£148,616.20	£155,000.00	£155,000.00	£160,000.00	£767,232.40

#### Lot 7 – Post Diagnostic Support Services in the Community for People with Dementia and their Families in West Kent

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Financial Envelope Contract Year 3	Financial Envelope Contract Year 4 (optional)	Financial Envelope Contract Year 5 (Optional)	Total
£239,500.00	£250,000.00	£280,000.00	£310,000.00	£330,000.00	£1,409,500.00

#### Lot 8 – Post Diagnostic Support Services in the Community for People with Dementia and their Families in East Kent

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Financial Envelope Contract Year 3	Financial Envelope Contract Year 4 (optional)	Financial Envelope Contract Year 5 (Optional)	Total
£200,000.00	£227,000.00	£275,000.00	£330,000.00	£380,000.00	£1,412,000.00

#### Lot 9 – Post Diagnostic Support Services in the Community for People with Dementia and their Families in North Kent

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Financial Envelope Contract Year 3	Financial Envelope Contract Year 4 (optional)	Financial Envelope Contract Year 5 (Optional)	Total
£235,000.00	£240,000.00	£245,000.00	£250,000.00	£270,000.00	£1,240,000.00

## Clinical Commissioning Group funded contracts:

### Lot 10 – Dementia Coordinator Service in West Kent

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Total
£317,286.00	£317,286.00	£634,572.00

### Lot 11 – Dementia Coordinator Service in East Kent

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Total
£639,318.00	£639,318.00	£1,278,636

### Lot 12 - Dementia Coordinator Service in North Kent & Medway

Financial Envelope Contract Year 1	Financial Envelope Contract Year 2	Total
£564,064.00	£564,064.00	£1,128,128.00

- 4.2 The budget for each Kent County Council contract (Lots 4-9) 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.
- 4.3 The term of each of the Kent County Council 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 the Phase 2 contracts is £8,949,043.88 and of the Phase 3 contracts is £5,643,000.00.
- 4.4 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.

## 5. Legal implications

- 5.1 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.
- 5.2 The direct award of the Carers short breaks' contract is in line with PCR Regulation 32 (2) (c). Direct award due to urgency related to the ongoing impact of the COVID-19 pandemic and the inability to complete appropriate engagement with Kent residents and the Provider Market.

## **6. Equalities implications**

- 6.1 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.

## **7. Data Protection Implications**

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

## **8. Other corporate implications**

- 8.1 This decision supports Kent County Council'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.
- 8.2 This decision supports the Strategic Reset programme by implementing Asset Based Commissioning.
- 8.3 These contracts support the direction set within Kent County Council's Civil Society Strategy.
- 8.4 These contracts have a connection with Community Navigation services already commissioned and will be connected with the Community Catalyst 'micro-provider' initiative to further support the delivery of these contracts.

## **9. Conclusions**

- 9.1 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.
- 9.2 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.
- 9.2 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 these contracts.



## 10. Recommendations

10.1 Recommendation(s): The Cabinet Member for Adult Social Care and Public Health is asked to:

- a) **APPROVE** the Direct award of a year contract until 31 March 2023 for the provision of Carers' Short Breaks;
- b) **APPROVE** the contract awards (as detailed in the exempt appendices) for the provision of Community Based Wellbeing Services funded by Kent County Council for a period of three years with the option to extend for further periods of up to two years, and Dementia Coordinator Services funded by the NHS Kent and Medway Clinical Commissioning Group and Kent County Council for a period of two years; and
- c) **DELEGATE** authority to the Corporate Director 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.

## 11. 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%20%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%20%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%20%20-%20Community%20Based%20Wellbeing%20Service%20Restart.pdf>

## 12. Report Author

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