

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

To: Adult Social Care and Health Cabinet Committee – 28 September 2022

Subject: **COMMUNITY NAVIGATION SERVICES CONTRACT EXTENSION**

Decision no: 22/00092

Classification: Unrestricted

Past Pathway of report:

Future Pathway of report: Cabinet Member decision.

Electoral Division: All

Summary: Kent County Council's statutory responsibility under The Care Act 2014 to deliver access to support, information for unpaid Carers, older people (over 55 years), people with complex issues/frailty (under 55 years) is delivered through a number of contracts.

The Community Navigation Service Contracts come to the end of their initial period (of four years) at the end of March 2023. This paper sets out proposals to extend the current Community Navigation Services Contracts whilst Commissioners explore options for the future recommissioning strategy for the services from April 2024.

Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Adult Social Care and Health on the proposed decision (attached as Appendix 1) to:

- a) **AGREE** to use the first of the two, one-year contract extension options to extend the current Community Navigation Services Contracts for a period of 12 months, from 1 April 2023 to 31 March 2024;
- b) **DELEGATE** authority to the Corporate Director Adult Social Care and Health to use the second one-year contract extension option (1 April 2024 to 31 March 2025), should it be required; and
- c) **DELEGATE** authority to the Corporate Director Adult Social Care and Health to take 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 Kent County Council (KCC) has a statutory responsibility under The Care Act 2014 to meet the needs of people who are 18 years or older, identifying as unpaid Carers, older people who are frail and vulnerable, and those who are under 55 years of age who are frail and vulnerable. KCC meets this duty through the provision of the Community Navigation Services.
- 1.2 The Community Navigation Services Contracts are jointly funded by Kent County Council (Adult Social Care) and the NHS Kent and Medway Integrated Care Board (formerly the Kent and Medway Clinical Commissioning Group).
- 1.3 The current Community Navigation Services Contracts commenced in April 2019, for an initial four-year period, with the fourth year ending on 31 March 2023. There is provision within the current contract to extend for two single year periods. All the Community Navigation Services Contracts are set out below:

Community Navigation (Universal)

	Annual Value	Contract value (4 year)
East Kent	£599,595	£2,398,380
West Kent	£232,306	£929,224
Dartford, Gravesham & Swanley	£473,574	£1,894,296
Swale	£235,885	£943,540

Community Navigation (Carers Support and Assessment)

	Annual Value	Contract value (4 year)
East Kent	£1,928,899	£7,715,596
West Kent	£1,127,188	£4,508,752
Dartford, Gravesham & Swanley	£515,859	£2,063,436
Swale	£188,259	£753,036

2. Background

- 2.1 These services support access to a range of wellbeing support, including and not exhaustive of the following within two parts of the contract through a range of responses that are tailored to the specific requirements of the people that we support:

Part A: Community Navigation for older people over 55 years and people with complex issues/frailty:	Part B: Community Navigation for unpaid Carers:
<ul style="list-style-type: none"> • Exploring and building social networks. • Supporting people to access the health and social care system. • Enabling identification of services needed within the local community and purchasing those required. • Provision of initial practical assistance and advice to people, including entitlements and accessing services and activities. 	<ul style="list-style-type: none"> • Access information, advice and guidance, and integrated personalised services. • Supporting people to access the health and social care system. • Support Carers to attain outcomes to support having a life of their own, maintaining social contacts and personal relationships. • Optimise physical and emotional

<ul style="list-style-type: none"> • Community Navigators as trusted assessors assessing and identify a person's adaptations, equipment assistive technology needs, and arrange for appropriate supply. • Making referrals and providing information for people to access local services and liaising with other specialist community services. • Promote and support financial wellbeing. • Holistically review the needs and support aspects of the service to be delivered which may also benefit an unpaid Carer supporting the person. 	<p>wellbeing, enjoying separate social and community activities.</p> <ul style="list-style-type: none"> • Promote and support financial wellbeing. • Support participation in paid or voluntary work, leisure activities or education. • Promote the access, support and maintain good health. • Have a voice about services for the person they care for and themselves.
---	---

2.2 The Community Navigation Services are a community resource commissioned by Kent County Council, jointly with the previous Clinical Commissioning Group(s), that aims to improve people's quality of life, health and wellbeing by recognising that this can be affected by a range of social, economic and environmental influences

2.3 Community Navigation works together with the contracted Wellbeing Services and is complimented by general social prescribing; however, it also stands alone as a way of ensuring people are supported so that they do not move into crisis, that they have choices, control, and independence within their lives, whilst being supported by expertly trained Community Navigators.

2.4 Community Navigation also provides a proactive link between different parts of the social care and health systems; being both a first point of contact for people we support, carers and health and social care professionals, as well as guiding and co-ordinating the person's journey through the care system. Community Navigation works collaboratively across agencies to support individuals to gain access to care packages, health support, groups, sessions; using social prescribing; working beyond signposting and referrals. The Community Navigation Service supports and puts in place care and support in addition to social prescribing.

2.5 A review of the contracts has recently taken place to gain further insight into performance, demonstrating the effectiveness of the contract. The key observations from the review are as follows:

- YEAR 1: Providers established and embedded Community Navigation within the community.
- The contract was in early development stages when the Covid19 pandemic national restrictions came into place in March 2020. With some early changes to services from February 2020, the service remained open during the national restrictions, and supported additional services for people accessing the service e.g., medication

delivery, food delivery, welfare checks and ensuring people remained buoyant.

- The performance of the service has been consistently good; with no waiting lists used during the first three years of the service.

- 2.6 The service was innovative when originally commissioned and embraces the key elements of Making a Difference Every day (MADE); the style and complexity of the Community Navigation role helps people maintain and improve their wellbeing, supports the development of resilience, builds confidence, and supports choice, control and personalised care which can move people to living as independently as possible.
- 2.7 KCC has recently completed significant engagement in developing and launching a new Carers Strategy, setting the strategic direction for Carers Support for the next 5 years.
- 2.8 The Kent Adult Carers' Strategy 2022-2027 ensures a commitment to working together to ensure essential roles are valued, supported and people's lives maintained and valued.
- 2.9 A Kent Social Prescribing and Navigation Strategy, is being jointly written by Kent County Council, Medway Council and the NHS Kent and Medway Integrated Care Board (formerly the Kent and Medway Clinical Commissioning Group).

3. Options considered and dismissed, and associated risk

- 3.1 The current Community Navigation Services Contracts have been operating for just over three years, with Covid19 national restrictions having a significant impact. The additional extensions would give an opportunity to further understand the services including how best to re-design them in line with wider system objectives such as the Social Prescribing and Navigation Strategy and the Kent Adult Carers' Strategy.
- 3.2 Further engagement will be required to coproduce a new offer for Carer Support Services, covering the offer provided through the current Community Navigation Services and Carers' Short Breaks Contracts.
- 3.3 To progress developing any future offer it is recommended allowing sufficient time to review and refine the following:
 - Key Performance Indicators (KPIs) -ongoing management and monitoring of quality ensures that all providers remain compliant to their contractual commitments
 - Purchasing - a requirement for the continued support for Carers, a more efficient, streamlined purchasing function, that minimises bureaucracy and is responsive to the levels of demand. Efficiency could be enhanced with improved procedures and processes.
 - Contract Management – continue the existing contract management system with the jointly developed enhanced Locality contract management

to support the contract, ensure KPIs are collected and with regular partnership working across all the contract providers. Regular review of the KPIs and management information for quality of care and improved contract monitoring.

3.4 The following options were considered (detailed in Appendix A):

- Extend for 12 months
- Extend for 24 months
- Reprocure the contract within a short timeframe
- End the contract on 31 March 2023

3.5 While it is recognised that ending these contracts could deliver a significant saving to the Council, ending the contract was dismissed at this point for the following reasons:

- Potentially increase the number of vulnerable adults, older people and carers becoming isolated and lonely, with the potential to therefore increase demand on health and social care services.
- There is a Social Prescribing and Navigation Strategy being developed, and the outcome and direction set for these services through that Strategy should in some way determine the future of these services.

3.6 Procuring the contracts within a short timeframe, by April 2023, was dismissed due to the strategy development underway.

3.7 Extending the current Community Navigation Service Contracts for which there is provision, is the recommended option. This allows for the Kent Social Prescribing and Navigation Strategy to be developed and published, setting the future direction for these services, with the potential to align health and social care funding in the future. It also sustains the current provision to allow further analysis of demand post Covid19.

3.8 The proposal to seek approval to use both the existing contract extensions (for the two single years) at this point allows for flexibility in the event of any delays in the development of the Kent Social Prescribing and Navigation Strategy or delays in recommissioning the service and will ensure that the Council continues to meet its statutory responsibility under The Care Act 2014 to meet the needs of people who are 18 years or older, identifying as unpaid Carers, older people who are frail and vulnerable, and those who are under 55 years of age who are frail and vulnerable.

3.9 Every effort will be made to take this to market as quickly as possible with a view to achieving best value for the Council, countered with the finalisation of the strategy driving what the contract needs to look like.

4. Financial Implications

4.1 The Community Navigation Services contract is jointly funded by Kent County Council and NHS Kent and Medway Integrated Commissioning Board (NHS K&M ICB).

- 4.2 The current Adult Social Care budget is subject to an identified saving in 2023/24; the NHS K&M ICB funding will be requested for the recommended option. The Council is working in partnership with the ICB to ensure funding is secured for the option. The ICB Commissioners have made enquiries to the ICB Committee Teams to provide more information regarding the governance process for the recommended option.
- 4.3 There are identified savings (£335,633) to be taken from these contracts (from the Adult Social Care contribution) 2023/24 onwards. Work will begin with providers to identify where these savings can be attributed, to reduce impact on service delivery.
- 4.4 The total value for the contract extensions will be two annual amounts of £4.945m each (total £9.89m).

5 Legal implications

- 5.1 Kent County Council has a statutory responsibility under The Care Act 2014 to meet the needs of people who are 18 years or older, identifying as unpaid Carers, older people who are frail and vulnerable, and those who are under 55 years of age who are frail and vulnerable. Kent County Council meets this duty is through the provision of the Community Navigation Services.
- 5.2 The current Community Navigation Services contracts commenced in April 2019, for an initial four-year period, with the fourth year ending on 31 March 2023. There is provision, under the existing contract, to extend for two single year periods.

6. Equalities implications

- 6.1 An Equality Impact Assessment (EQIA) was completed as part of the original commissioning of these services; and will be revised and updated for any future recommissioning. The current EQIA is attached as Appendix B

7. Data Protection Implications

- 7.1 A Data Protection Impact Assessment was developed and will be updated with the contract extension.
- 7.2 Data Protection is monitored within the contract management function of the contract; there were no issues highlighted and no data breaches.

8. Conclusions

- 8.1 Kent County Council has a statutory responsibility under The Care Act 2014 to meet the needs of people who are 18 years or older, identifying as unpaid Carers, older people who are frail and vulnerable, and those who are under 55 years of age who are frail and vulnerable. Kent County Council meets this duty is through the provision of the Community Navigation Services.
- 8.3 The proposal to seek approval to use the first of the existing one-year contract extensions (1 April 2023 to 31 March 2024) will allow Commissioners to explore

options for the future recommissioning strategy for the services from April 2024 and for Strategic Commissioning, in partnership with the NHS K&M ICB, to develop the work that is underway to deliver a plan to grow a joint culture for change in approach and to review the current internal procedures and processes to support the contract in line with the development of the Kent Social Prescribing and Navigation Strategy.

- 8.4 The second of the two single year contract extensions (1 April 2024 – 31 March 2025) will only be used should it be required. This allows for flexibility in the event of any delays in the development of the Kent Social Prescribing and Navigation Strategy or delays in recommissioning the service and will ensure that the Council continues to meet its statutory responsibility under The Care Act 2014 to meet the needs of people who are 18 years or older, identifying as unpaid Carers, older people who are frail and vulnerable, and those who are under 55 years of age who are frail and vulnerable.
- 8.5 Every effort will be made to take this to market as quickly as possible with a view to achieving best value for the council, countered with the finalisation of the strategy driving what the contract needs to look like.

9. Recommendations

9.1 Recommendations: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Adult Social Care and Health on the proposed decision (attached as Appendix 1) to:

a) **AGREE** to use the first of the two, one-year contract extension options to extend the current Community Navigation Services Contracts for a period of 12 months, from 1 April 2023 to 31 March 2024;

b) **DELEGATE** authority to the Corporate Director Adult Social Care and Health to use the second one-year contract extension option (1 April 2024 to 31 March 2025), should it be required; and

c) **DELEGATE** authority to the Corporate Director Adult Social Care and Health to take 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.

10. Background Documents

Community Navigation Service (Care Navigation and Social Prescribing)
[Decision - 18/00041 - Community Navigation Service \(Care Navigation and Social Prescribing\) \(kent.gov.uk\)](#)

11. Report Author

Simon Mitchell
Senior Commissioning Manager
03000 417156
Simon.mitchell@kent.gov.uk

Lead Director

Richard Smith
Corporate Director Adult Social Care and Health
03000 416838
Richard.smith@kent.gov.uk