

From: Clair Bell, Cabinet Member for Adult Social Care and Public Health

Penny Southern, Corporate Director of Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 16 January 2020

Subject: **COMMUNITY BASED WELLBEING SERVICES (GRANTS TO CONTRACTS) – PROCUREMENT PROGRAMME AND GRANT EXTENSION APPROVALS**

Classification: Unrestricted

Past Pathway of Paper: Adult Social Care and Health Divisional Management Team Meeting - 12 June and 11 September 2019 and 15 January 2020

Adult Social Care Cabinet Committee - 23 November 2017 and 27 September 2018

Future Pathway of Paper: None

Electoral Division: All

Summary: To update Members of the Adult Social Care Cabinet Committee on progress made on the Community Based Wellbeing Services project and the procurement programme and grant extensions required to ensure continuity of service for providers through the phased procurement programme.

Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the content of the report.

1. Introduction

1.1 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, the reduced budget would have on existing proposals the Adult Social Care Cabinet Committee agreed on 23 November 2017 that a new approach was needed to end the remaining grants and commission wellbeing support. This project is tracked in the Strategic Delivery Plan, project number 52.

1.2 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 carers, as well as measuring and evidencing the benefit of these preventative services

- 1.3 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, to commission Community Navigation services that connect people to the support that they need by 1 April 2019, and to commission the support that people are navigated to by 1 April 2020. This approach required interim arrangements for grants for 2019-20.
- 1.4 Procurement of Community Navigation was completed and contracts awarded on 26 February 2019, with contracts commencing 1 April 2019. Interim arrangements for the remaining adult social care grants were put in place for April 2019 – March 2020.
- 1.5 This paper provides an update on the proposed procurement programme for services that people are signposted to; Community Based Wellbeing Services, and extension of grants to allow a phased programme approach as previously agreed.

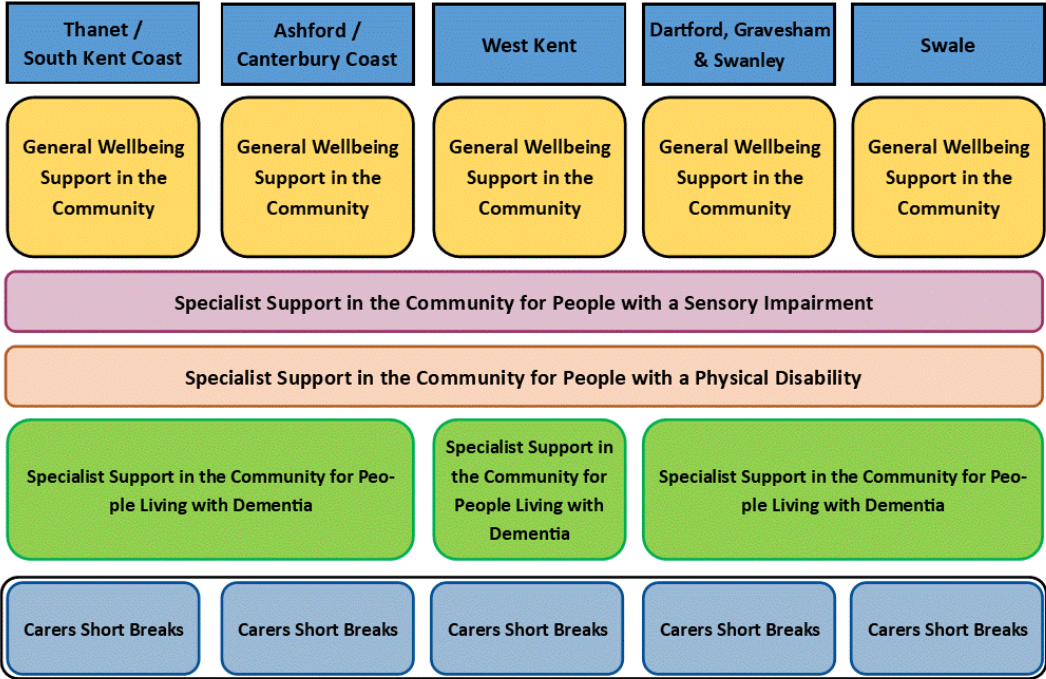
2. Strategic Statement and Policy Framework

- 2.1 This project supports the strategic outcomes of the Council through a support service which works with people to identify their aims and aspirations, then connects them to community resources and activities which promote wellbeing and reduce social isolation. This will fully support the Your Life, Your Wellbeing Strategy 2016 – 2021 through enabling people to remain demonstrably well and independent through the delivery of sustainable services and managing demand on social care services.
- 2.2 The proposal supports the development of Local Care Models as outlined in the Kent and Medway Sustainability and Transformation Plan by commissioning support services to reduce demand on health and social care and improve outcomes for people using non-medical interventions.
- 2.3 The proposal 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.

3. The Report

- 3.1 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 which support older people, people living with dementia, people with a physical disability and people with sensory impairments. Services meet the relevant strategic outcomes of the Council and enable people to remain well and living independently.

- 3.2 There are currently 48 of these historic grants remaining, all of which fall within the scope of this project. Grants currently end on 31 March 2020.
- 3.3 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.
- 3.4 Through the process, it has become clear that there is no single commissioning solution which can address the needs of all client groups. Therefore, it is likely that both universal and specialist services will be required. There is also a need to move to a needs-based approach and outcome-based specifications.
- 3.5 The public consultation focused on understanding the type of support which residents would benefit from on a day to day basis and asks some key questions to inform service specification. The summary report on the findings from the consultation can be found in Appendix 1.
- 3.6 Given the above, different options will need to be considered in terms of contract utilised as well as how the arrangements are geographically and client specialism lotted. The agreed model is outlined below:



- 3.7 The above model does not represent a radical shift from the current grants. It has become clear there is no ‘one size fits all’ option and so it has been necessary to consider a more moderate approach. The benefit of the above model is it will rationalise the market, reduce service disruption and enable increased performance monitoring of service delivery and increase management of the market. This allows a phased procurement approach to be implemented.

3.8 Initial approximate contract values for the above model are as set out in the table below. All contracts agreed will be for three years initially with the provision for two single year extensions. Therefore the approximate figures in the table below are for a five year term:

	Thanet / South Kent Coast	Ashford / Canterbury Coast	West Kent	Dartford, Gravesham and Swanley	Swale
General Wellbeing	£4,700,000	£3,600,000	£4,600,000	£3,000,000	£750,000
Dementia	£2,000,000		£2,000,000	£1,500,000	
Physical Disability	£750,000				
Sensory Impairment	£5,000,000				
Carers Short Breaks	£15,000,000				

3.9 Commissioners recognise feedback received from small organisations about their ability to enter into contracts and the instability of being reliant on larger organisations for sub-contracting relationships. In order to support smaller organisations and enable innovation, it is proposed a percentage of the overall budget be allocated to a grant pot. Grants will be awarded through Kent County Council's grant prospectus and in accordance with the Council's Voluntary and Community Sector Policy.

3.10 Specification Development workshops are being held with current and interested providers. Workshops have been held across the county through November, December and January, to ensure the market has had involvement and influence over the development of the service specifications.

3.11 The phased procurement programme has been prioritised based on several risk categories, to ensure that the process is supportive, while allowing the best competitive process to occur. The Council is fully aware of the potential uncertainty this creates within the voluntary sector and will support the market to ensure potential providers/bidders are able to engage in the process.

3.12 The areas of the market that are not in the early phases of the procurement programme will be available for grant funding. To align to policy and to support the principles of competition, a light touch expression of interest will be advertised.

3.13 It is recommended that a 'Competitive Procedure with Negotiation' procurement methodology is undertaken with a 'Restricted' process. This will allow the procurement (specifically the 'invite to tender' stage) to proceed with a limited number of bidders (restricted to a maximum of five) following an assessment at the expression of interest/Standard Questionnaire (SQ) stage, of the bidder's

suitability to deliver the contracts in the locality or area of client specialism they are seeking to bid for.

3.14 Proposed project / procurement timeline is as follows:

Project Area / Procurement Task:	Dates:	Complete
<i>Develop plan for future commissioned model (phased approach)</i>	30/08/2019	complete
<i>Paper to Adult Social Care Cabinet Committee</i>	27/09/2019	complete
<i>Public Consultation (began 07/1/2019)</i>	01/12/2019	complete
<i>Market / Provider engagement (begins 30/10/2019)</i>	31/01/2020	ongoing
<i>Develop specifications</i>	31/01/2020	ongoing
<i>Develop Tender Documentation</i>	31/01/2020	ongoing
<i>Grant extensions approved</i>	31/01/2020	
<i>Phase 1: Issue Contract Notice</i>	03/02/2020	
<i>Phase 1: Return of Request to Participate (SQ)</i>	17/02/2020	
<i>Phase 1: Evaluation of SQs & shortlisting completed by</i>	29/02/2020	
<i>Phase 1: Issue Initial ITT to shortlisted organisations</i>	02/03/2020	
<i>Phase 1: Return of ITT</i>	16/03/2020	
<i>Phase 1: Evaluation of ITT by</i>	20/03/2020	
<i>Phase 1: Negotiation (if required) completed by</i>	25/03/2020	
<i>Phase 1: Issue Request for final tenders</i>	30/03/2020	
<i>Phase 1: Return date for final tenders</i>	13/04/2020	
<i>Phase 1: Evaluation of final tenders completed by</i>	17/04/2020	
<i>Phase 1: Contract award approval by</i>	30/04/2020	
<i>Phase 1: Contract start date</i>	01/07/2020	
<i>Procurement (go live): Phase 2</i>	01/04/2020	
<i>Procurement (close): Phase 2</i>	30/06/2020	
<i>Contract award approval: Phase 2</i>	30/08/2020	
<i>Contract start date: Phase 2</i>	01/10/2020	
<i>Procurement (go live): Phase 3</i>	01/10/2020	
<i>Procurement (close): Phase 3</i>	30/12/2020	
<i>Contract award approval: Phase 3</i>	30/02/2021	
<i>Contract start date: Phase 3</i>	01/04/2021	

3.15 As a phased procurement programme will be undertaken, taking through to April 2021 to complete, certain current grant provisions will need to be extended to ensure a continuity of service provision, through the procurement process.

3.16 The following table outlines which grants will be required to be extended, for what period and value. It should be noted that some organisations provide services across District/CCG boundaries and where these areas of service delivery fall into different phases, organisations have been consulted on what impact this would have on incomes to cover service delivery in those areas.

Organisation	Current grant value	Procurement Phase	Extension required	Extension value (2020/21)	
Age Concern Deal	£170,739.50	1	3 months	£42,684.88	
Age UK Ashford	£118,946.89	3	12 months	£118,946.89	
Age UK Canterbury	£166,585.98	3	12 months	£166,585.98	
Age UK Dover	£78,767.51	1	3 months	£19,691.88	
Age UK Faversham & Sittingbourne	£442,990.27	3	12 months	£442,990.27	
Age UK Folkestone	£137,862.40	1	3 months	£34,465.60	
Age UK Herne Bay & Whitstable	£271,832.25	3	12 months	£271,832.25	
Age UK Hythe & Lyminge	£200,046.15	1	3 months	£50,011.54	
Age UK Maidstone	£216,731.39	1	3 months	£54,182.85	
Age UK NWK	£575,235.27	2	6 months	£287,617.64	
Age UK Sandwich	£83,820.64	1	3 months	£20,955.16	
Age UK Sevenoaks & Tonbridge	£272,971.18	1	3 months	£68,242.80	
Age UK Sheppey	£139,478.49	3	12 months	£139,478.49	
Age UK Tenterden	£68,207.04	3	12 months	£68,207.04	
Age UK Thanet	£200,134.50	1	3 months	£50,033.63	
Age UK Tunbridge Wells	£232,290.73	1	3 months	£58,072.68	
Alzheimer's & Dementia Support Services	£263,499.72	2	6 months	£131,749.86	
Alzheimer's Society (Kent & Medway)	£286,395.54	2	6 months	£143,197.77	
Ash Cum Ridley Parish Council	£2,404.92	1	3 months	£601.23	
Ashford Citizens Advice Bureau	£746.02	3	12 months	£746.02	
Bright Shadow	£6,871.20	1	3 months	£1,717.80	
Caring Altogether on Romney Marsh (CARM)	£49,080.00	3	12 months	£49,080.00	
Centre for Independent Living in Kent (CILK)	£74,684.05	2	6 months	£37,342.03	
Christians Caring	£8,597.83	1	3 months	£2,149.46	
Compaid Trust	£11,484.72	1	3 months	£2,871.18	
CROP (EK)	£69,465.00	3	12 months	£69,465.00	
Disability Information Services Kent (DISK)	£42,520.95	2	6 months	£21,260.48	
FACE (Faversham Assistance Centre)	£14,366.70	3	12 months	£14,366.70	
Good Neighbour Project	£24,540.00	1	3 months	£6,135.00	
Hersden Neighbourhood Centre Association	£4,908.00	3	12 months	£4,908.00	
Hi Kent	£277,662.25	1	3 months	£69,415.56	
Involve – Befriending	£6,225.31	1	3 months	£1,556.33	

KAB	£803,809.66	1	3 months	£200,952.42	
Kent Association for Spina Bifida and Hydrocephalus	£31,411.20	2	6 months	£15,705.60	
NWK Volunteer Centre	£38,251.97	2	6 months	£19,125.99	
Romney Marsh Day Centre	£148,261.85	1	3 months	£37,065.46	
Rural Age Concern Darent Valley	£61,641.00	1	3 months	£15,410.25	
Kent Coast Volunteering	£21,325.26	1	3 months	£5,331.32	
Swale CVS	£17,668.80	3	12 months	£17,668.80	
The over 60's Community Service (Northgate Ward & Canterbury District)	£63,538.97	3	12 months	£63,538.97	
Tonbridge Baptist Church	£11,376.74	1	3 months	£2,844.19	
Trinity Community Resource Centre	£49,729.82	1	3 months	£12,432.46	

3.17 The following grant has been redistributed due to the closure of Age Concern Malling. It is recommended the five organisations that received the redistributed monies, receive an extension to that additional grant money in line with the extensions recommended above

Organisation	Current grant value	Procurement Phase	Extension required	Extension value (2020/21)
<i>Age Concern Malling (redistributed)</i>	<i>£78,680.15</i>	<i>1</i>		
Age UK Maidstone		1	3 months	£2,560.03
Age UK Sevenoaks & Tonbridge		1	3 months	£3,611.87
Age UK Tunbridge Wells		1	3 months	£4,198.72
Involve		1	3 months	£7,191.26
Crossroads Care Kent		1	3 months	£2,108.16

3.18 Following consultation with stakeholders, the following grants are recommended to be extended for a full year, while it is explored whether there are further partnerships or collaborations possible through commissioned services in the Growth, Environment and Transport (GET) Directorate.

Organisation	Current grant value	Procurement Phase	Extension required	Extension value (2020/21)
Sevenoaks Volunteer Transport Group	£1,717.80	N/A	12 months	£1,717.80
Edenbridge Voluntary Transport Service	£4,459.41	N/A	12 months	£4,459.41

3.19 The following grants to services delivered by local hospices, following consultation with stakeholders, are recommended to be extended in line with the procurement programme and transferred to contracts at a later date (Phase 3) following further engagement with providers and stakeholders.

Organisation	Current grant value	Procurement Phase	Extension required	Extension value (2020/21)
Hospice in the Weald	£24,540.00	3	12 months	£24,540.00
Heart of Kent Hospice	£13,742.40	3	12 months	£13,742.40

4. Financial Implications

- 4.1 There is no anticipated reduction in spend for these services for 2020/2021, with the same level of budget passing to the Voluntary sector.
- 4.2 Based on the proposed future contract structure, contract values would be calculated firstly according to the respective costs of the specialist services and outcomes-based services. Secondly, the funding will be redistributed based on demographic factors. This therefore will necessitate some re-profiling of funding across the various lifetimes of the contracts.
- 4.3 It is proposed that funding associated with the outcomes-based element of the service will be re-profiled incrementally over the contract life to avoid sharp changes in the level of funding to specific areas within the county.
- 4.4 Work is underway to determine the degree to which Clinical Commissioning Groups will contribute towards these services.
- 4.5 Given a phased approach to procurement is being implemented, the project is now projected to be complete in April 2021. This will therefore require further extension of some grant arrangement through 2020/21.

5. Equality Implications

- 5.1 An updated equalities impact assessment will be completed.

6. Conclusions

- 6.1 Following internal comment and feedback the phased procurement programme is recommended and proposed timetable for this programme is included.
- 6.2 Procurement will commence in January 2020 and be completed by March 2021.
- 6.3 Grants will need to be extended to ensure continuity of service provision through the procurement.

7. Recommendation(s)

7.1 Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the content of the report.

8. Background Documents

18/00041 Community Navigation Service (Care Navigation and Social Prescribing. <https://democracy.kent.gov.uk/documents/s86522/Item%208%20-%20Community%20Navigation%20Service.pdf>

9. Contact details

Report Author

Simon Mitchell
Interim Commissioner
03000 417156
simon.mitchell@kent.gov.uk

Lead Officer

Clare Maynard
Head of Commissioning Portfolio – Outcome 2 and 3
03000 416449
clare.maynard@kent.gov.uk