

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 – 27 September 2019

Subject: **COMMUNITY BASED WELLBEING SERVICES (GRANTS TO CONTRACTS)**

Classification: Unrestricted

Past Pathway of Paper: Adult Social Care and Health Directorate Management Team - 12 June and 11 September 2019
Adult Social Care Cabinet Committee – 23 November 2017 and 27 September 2018

Future Pathway of Paper: None

Electoral Division: All

Summary: the report provides the Adult Social Care Cabinet Committee with an update on progress made on the Community Based Wellbeing Services project and the revised project timeline for a phased implementation of procurement and contracts from April 2020.

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, at its meeting on 23 November 2017 the Adult Social Care Cabinet Committee endorsed a new approach 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 that this new approach would be undertaken in two stages. Specifically, commission Community Based Wellbeing Navigation services that connect people to the support that they need by 1 April 2019, and 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 Based Wellbeing Navigation services was completed and contracts awarded on 26 February 2019, with contracts commencing on 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 represents an update on the second stage, namely, the commissioning of the support that people are signposted to; within the Community Based Wellbeing service. This will end the remaining historic grant agreements, replacing with either new contracts, or in some cases, replacement grants.

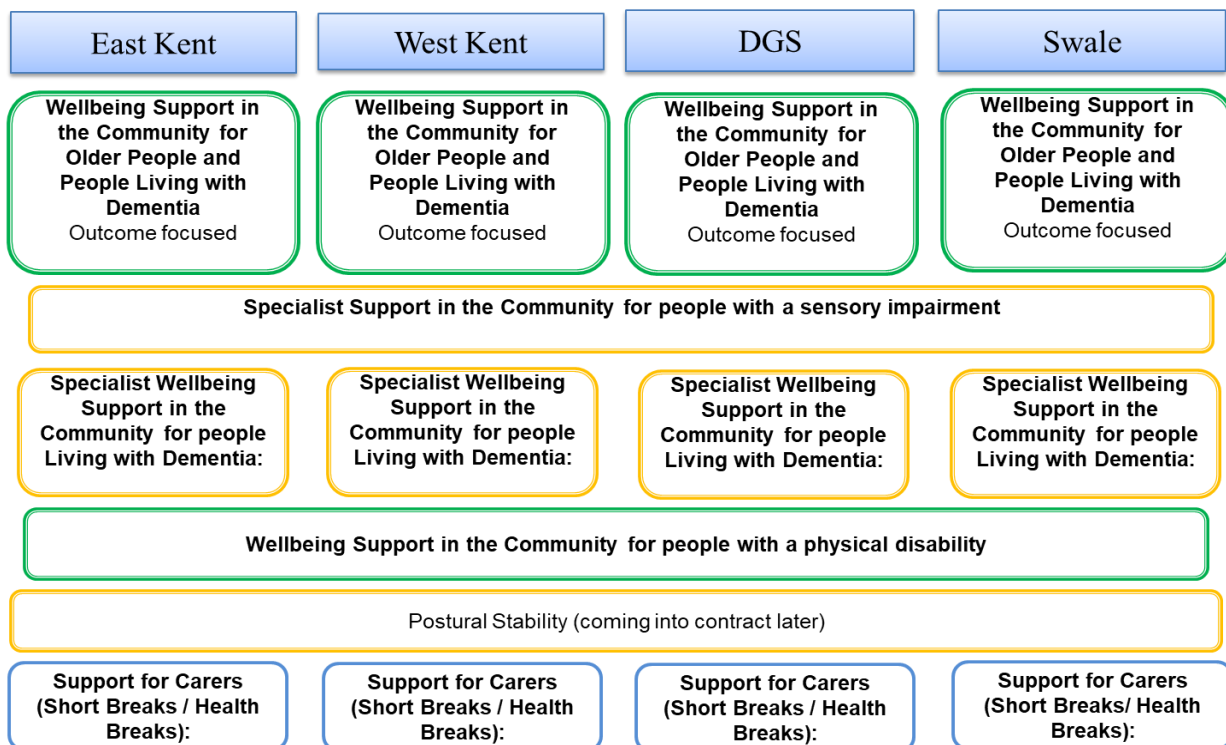
2. Strategic Statement and Policy Framework

- 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 that 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 (LCM) as outlined in the Kent and Medway Sustainability and Transformation Partnership (STP) Plan by commissioning support services to reduce demand on health and social care and improve outcomes for people through the use of 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 that support older people, people living with dementia, people with a physical disability and people with sensory impairments. Services meet the 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. (see appendix 1) Grants 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 Key findings from a review are:
- Most people accessing grant funded services are accessing day services, accordingly most of the funding given is supporting day services
 - Some organisations use their grants for specific services, others put their grant into a central pot to subsidise several services, this creates a challenge in truly understanding how funding is being spent
 - The average 'cost' of these services can vary quite considerably
 - Most of the grant funding is spent on salary costs of support staff
 - Based purely on financial information, most providers are at low risk of becoming unsustainable if funding ended as a result of this process
 - However, when political risk, impact on service users and service continuity are included, one third of current providers fit into the high-risk category. This is likely because of the potential need to re-shape or reduce services in order to remain financially viable
 - Some staff have multiple roles and work across several services
 - Some organisations struggled to complete the audit form or struggled to allocate their services to the categories provided which adds to quality issues with the data
 - Grants are historically not based on needs of residents.
- 3.5 Through the process, it has become clear that there is no single commissioning solution that 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.
- 3.6 As the next part of the project continues, the public consultation focuses on understanding the type of support that residents would benefit from on a day to day basis and asks some key questions to inform service specification.
- 3.7 Given the above, it is likely that different options will need to be considered in terms of the type of contract or grant utilised as well as how the arrangements are geographically lotted. The current proposal is outlined below and is subject to change:



- 3.8 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 proposal is it will rationalise the market, reduce service disruption and enable increased performance monitoring of service delivery and increase management of the market. This also sets the stage for further changes in future years and allows a phased procurement approach to be implemented.
- 3.9 It is likely that services will be funded through contracted arrangements in the future. This is due to the need to collect data that enables the council to clearly identify how funding is being spent, what outcomes are being achieved and the overall benefit to Kent residents and the council and its partners.
- 3.10 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 the council's grant prospectus and in accordance with the council's Voluntary and Community Sector (VCSE) Policy.
- 3.11 The phased procurement programme will be prioritised based on a number of 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 that are not in the early phases of the procurement programme will be available for grant funding. To align to policy we will advertise the prospect of competition, with a light touch expression of interest, to support the principles of competition.

3.13 Project Timeline is as follows:

Project Area / Task:	Start Date	Completion Date
<i>Further analysis:</i> <ul style="list-style-type: none"> <i>Understand impact of NHS Primary Care Network (PCN) alignment on current spend and future models</i> 	01/07/2019	30/08/2019
<i>Develop plan for future commissioned model (phased approach)</i>	01/07/2019	30/08/2019
<i>Paper to Adult Social Care and Health Directorate Management Team (ASCH DMT)</i>		11/09/2019
<i>Paper to Adult Social Care Cabinet Committee</i>		27/09/2019
<i>Provider meetings (review of financial standing and infrastructure)</i>	01/08/2019	30/09/2019
<i>Local Care Board / Primary Care Board presentations</i>	01/08/2019	30/10/2019
<i>Public Consultation (if required) max 6 weeks</i>	01/10/2019	12/11/2019
<i>Market / Provider engagement</i>	01/10/2019	12/11/2019
<i>ASCH DMT (Market/Provider Engagement results and procurement approval / grant extensions)</i>		12/2019
<i>Develop specifications</i>	01/09/2019	20/12/2019
<i>Develop Tender Documentation</i>	01/09/2019	20/12/2019
<i>ASC Cabinet Committee (procurement approval and grant extensions)</i>		16/01/2020
<i>Procurement (go live): Phase 1</i>		17/01/2020
<i>Procurement (close): Phase 1</i>		30/03/2020
<i>Tender Evaluation</i>	01/04/2020	20/04/2020
<i>Contract award approval</i>		30/05/2020
<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>Tender Evaluation</i>	01/07/2020	20/07/2020
<i>Contract award approval</i>		30/08/2020

<i>Phase 2 contract start date</i>		01/10/2020
<i>Procurement (go live): Phase 3</i>		01/10/2020
<i>Procurement (close): Phase 3</i>		30/12/2020
<i>Tender Evaluation</i>	01/01/2021	20/01/2021
<i>Contract award approval</i>		30/02/2021
<i>Phase 3 contract start date</i>		01/04/2021

3.4 The Corporate Director of Adult Social Care and Health is the Senior Responsible Officer for the project.

4. Financial Implications

4.1 Current spend on grants and contracts (2019-20) is outlined below:

Historic Grant values	End date	Value	
		KCC	CCG
Older People Support services	31.03.20	£4,040,656	£0
Physical Disability Support services	31.03.20	£160,100	£0
Dementia Support services	31.03.20	£606,494	£0
Sensory Support services	31.03.20	£1,080,000	£0
SUB-TOTAL		£5,887,250	£0
Carers Short Breaks <i>contract</i>	31.03.20	£2,309,818	£779,681
TOTAL		£8,197,068	£779,681

4.2 There is no anticipated reduction in spend for these services for 2020/2021, with the same level of budget passing to the voluntary sector. This may change subject to the outcome of Peer review.

4.3 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 contracts.

4.4 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.

4.5 Work is underway to determine the degree to which Clinical Commissioning Groups (CCG) will contribute towards these services.

4.6 The proposed timeline for the procurement is set out in section 3.13.

5. Legal Implications

5.1 No legal implications

6. Equality Implications

6.1 An updated equalities impact assessment will be completed.

7. Data Protection Impact Assessment Implications

7.1 No data protection implications.

8. Conclusions

8.1 Following internal comment and feedback a phased procurement programme is recommended and proposed timetable for this programme is included. Initially proposed is a 3-phase procurement approach, however this could increase or reduce depending on the final modelling of the contracts. Procurement will commence in January 2020 and complete in March 2021.

9. Recommendation(s)

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

10. Background Documents

Older People Living with Dementia Core Offer – Adult Social Care Cabinet Committee 27 November 2017

<https://democracy.kent.gov.uk/documents/s80950/Older%20People%20and%20People%20Living%20with%20Dementia%20Core%20Offer%20-%20Update%20Report%20v2.pdf>

Community Based Wellbeing Navigation Service – Adult Social Care Cabinet Committee – 23 November 2018

<https://democracy.kent.gov.uk/documents/s86522/Item%208%20-%20Community%20Navigation%20Service.pdf>

11. Contact details

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Appendix 1: Details of Adult Social Care Grants within scope project

Organisation	Adult Social Care Grant Value for 2018-19	% of Total Income (2016/7)	Location		Client Group	Primary Service	Commissioning Plan
			CCGs	Districts			
Age Concern Deal	£170,739.50	69%	South Kent Coast	Dover	OP	Advocacy Bathing Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age Concern Malling	£78,680.15	20%	West Kent	Tonbridge & Malling	OP	Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Ashford	£118,946.89	33%	Ashford	Ashford	OP	Advocacy Bathing Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Canterbury	£198,725.98	25%	Canterbury & Coastal	Canterbury	OP	IAG - Care Navigator Younger Person Dementia Day Support Social Opportunities Dementia Day Support All Ages	Reduce for 2019 for care navigation contact. Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Dover	£78,767.51	15%	South Kent Coast	Dover	OP	Bathing Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020

Age UK Faversham & Sittingbourne	£475,130.27	27%	Canterbury & Coastal Swale	Swale	OP	Advocacy Bathing - Domiciliary IAG Social Opportunities Dementia Carers Support	Reduce for 2019 for care navigation contact. Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Folkestone	£137,862.40	40%	South Kent Coast	Shepway	OP	IAG Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Herne Bay & Whitstable	£271,831.99	18%	Canterbury & Coastal	Canterbury	OP	Dementia Café Bathing Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Hythe & Lyminge	£200,046.15	22%	South Kent Coast	Shepway	OP	Bathing Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Maidstone	£216,731.39	20%	West Kent	Maidstone	OP	Advocacy Bathing - Domiciliary Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK NWK	£575,235.27	42%	Dartford, Gravesham & Swanley	Dartford	OP	Advocacy Bathing - Domiciliary Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Sandwich	£83,820.64	27%	Canterbury & Coastal	Dover	OP	Social Opportunities Social Opportunities - Dementia	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Sevenoaks & Tonbridge	£287,664.75	32%	West Kent	Sevenoaks Tonbridge & Malling	OP	Advocacy Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Sheppey	£139,478.49	28%	Swale	Swale	OP	IAG Social Opportunities	Interim arrangement 2019-20. End for new

							contract 1 st April 2020
Age UK Tenterden	£68,207.04	12%	Ashford	Ashford	OP	Bathing Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Thanet	£200,134.50	22%	Thanet	Thanet	OP	Bathing Social Opportunities Social Opportunities - Dementia	Interim arrangement 2019-20. End for new contract 1 st April 2020
Age UK Tunbridge Wells	£217,597.16	27%	West Kent	Tunbridge Wells	OP	Bathing - Domiciliary Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Alzheimer's & Dementia Support Services	£263,499.72	21%	Dartford, Gravesham & Swanley	Dartford Gravesham Sevenoaks	OP	Dementia Community Support	Interim arrangement 2019-20. End for new contract 1 st April 2020
Alzheimer's Society (Kent & Medway)	£286,395.54	>1%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Dementia Community Support	Interim arrangement 2019-20. End for new contract 1 st April 2020
Ash Cum Ridley Parish Council	£2,404.92	Not known	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Day Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Ashford & District Volunteer Bureau	£83,441.89	33%	Ashford	Ashford	OP	Befriending IAG IAG – Care Navigator	Reduce for 2019 for care navigation contact.

							Interim arrangement 2019-20. End for new contract 1 st April 2020
Ashford Citizens Advice Bureau	£746.02	>1%	Ashford	Ashford	ALL	IAG	Interim arrangement 2019-20. End for new contract 1 st April 2020
Bright Shadow	£6,871.20	Not known	Thanet	Thanet	Dementia	Dementia Peer Support	Interim arrangement 2019-20. End for new contract 1 st April 2020
Caring Altogether on Romney Marsh (CARM)	£49,080.00	30%	Ashford	Ashford	Dementia	Day Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Centre for Independent Living in Kent (CILK)	£74,684.05	63%	Ashford Dartford, Gravesham & Swanley	Ashford Dartford Gravesham Sevenoaks	LD/PD	Advocacy IAG Peer Support	Interim arrangement 2019-20. End for new contract 1 st April 2020
Christians Caring	£8,597.83	54%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Day Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Compaid Trust	£11,484.72	1%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	ALL	Day Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
CROP (EK)	£69,465.00	71%	Canterbury &	Canterbury	OP	IAG	Interim arrangement

			Coastal				2019-20. End for new contract 1 st April 2020
Disability Information Services Kent (DISK)	£42,520.95	75%	South Kent Coast	Thanet Shepway Dover	LD/PD	IAG	Interim arrangement 2019-20. End for new contract 1 st April 2020
Edenbridge Voluntary Transport Service	£4,459.41	18%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	ALL	Transport	Interim arrangement 2019-20. End for new contract 1 st April 2020
FACE (Faversham Assistance Centre)	£14,366.70	19%	Canterbury & Coastal	Canterbury	OP	Miscellaneous	Interim arrangement 2019-20. End for new contract 1 st April 2020
Good Neighbour Project	£24,540.00	23%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Befriending	Interim arrangement 2019-20. End for new contract 1 st April 2020
Heart of Kent Hospice	£13,742.40	>1%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Day Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Hersden Neighbourhood Centre Association	£4,908.00	10%	Canterbury & Coastal	Canterbury	OP	Day Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020

Hi Kent	£277,662.25	45%	ALL	ALL	Sensory	Assessment and Equipment	Interim arrangement 2019-20. End for new contract 1 st April 2020
Hospice in the Weald	£24,540.00	>1%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Befriending	Interim arrangement 2019-20. End for new contract 1 st April 2020
Imago Community - Care Navigators	£190,192.85	10%	Dartford, Gravesham & Swanley Swale	Dartford Gravesham Sevenoaks Swale	OP	IAG - Care Navigators	End 2019: Care navigation contract
Involve - Befriending	£6,225.31	1%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Befriending/Forums	Interim arrangement 2019-20. End for new contract 1 st April 2020
KAB	£803,809.66	34%	ALL	ALL	Sensory	Assessment and Equipment	Interim arrangement 2019-20. End for new contract 1 st April 2020
Kent Association for Spina Bifida and Hydrocephalus	£31,411.20	3%	Dartford, Gravesham & Swanley	Dartford Gravesham Sevenoaks	LD/PD	IAG	Interim arrangement 2019-20. End for new contract 1 st April 2020
NWK Volunteer Centre	£38,251.97	29%	Dartford, Gravesham & Swanley	Dartford Gravesham Sevenoaks	OP	Befriending	Interim arrangement 2019-20. End for new contract 1 st April 2020

Peabody South East	£98,446.63	2%	South Kent Coast	Thanet Shepway Dover	OP	IAG – Care Navigator	End 2019: Care navigation contract
Romney Marsh Day Centre	£148,261.85	35%	South Kent Coast	Shepway	OP	Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Rural Age Concern Darent Valley	£61,641.00	34%	Dartford, Gravesham & Swanley	Sevenoaks	OP	Social Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Sevenoaks Volunteer Transport Group	£1,717.80	8%	West Kent	Sevenoaks	ALL	Transport	Interim arrangement 2019-20. End for new contract 1 st April 2020
Shepway Volunteer Centre	£21,325.26	Not known	South Kent Coast	Thanet Shepway Dover	OP	Befriending/Café	Interim arrangement 2019-20. End for new contract 1 st April 2020
Swale CVS	£17,668.80	2%	Swale	Swale	OP	Befriending	Interim arrangement 2019-20. End for new contract 1 st April 2020
The over 60's Community Service (Northgate Ward & Canterbury District)	£63,538.97	59%	Canterbury & Coastal	Canterbury	OP	Older Persons Community Support	Interim arrangement 2019-20. End for new contract 1 st April 2020
Tonbridge Baptist Church	£11,376.74	1%	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	Day Opportunities	Interim arrangement 2019-20. End for new contract 1 st April 2020
Trinity Community	£49,729.82	15%	Thanet	Thanet	Dementia	Day Opportunities	Interim arrangement

Resource Centre							2019-20. End for new contract 1 st April 2020
West Kent Housing Association - Lifeways	£24,448.71	Not known	West Kent	Maidstone Tonbridge & Malling Tunbridge Wells Sevenoaks	OP	IAG – Care Navigator	End 2019: Care navigation contract