

## Early Intervention and Preventative PSEUDO Framework

To: Adults Committee

Meeting Date: 8<sup>th</sup> October 2020

From: Will Patten, Service Director: Commissioning.

Electoral division(s): All

Forward Plan ref:

Key decision: Yes

Outcome: Committee are asked to consider procurement of an Early Intervention and Prevention Pseudo framework. Procuring a Framework to support the commissioning of services under the Early Intervention and Prevention portfolio will maximise opportunities for innovative service development through increased co-design with the market and a more joined up and integrated approach to commissioning and contracts to be included in the scope of the framework

Recommendation:

Committee are asked to approve:

- a) Procurement of an Early Intervention and Prevention Pseudo Framework (Lots 1-3)
- b) Procurement of an Early Intervention and Prevention Pseudo Framework (Lots 1-4)
- c) Contracts listed in Appendix 2 to be included in the scope of the Framework
- d) Contract award for the Early Intervention and Prevention Framework to be delegated to Executive Director of People and Communities

Officer contact:

Name: Sarah Bye  
Post: Senior Commissioner  
Email: [sarah.bye@cambridgeshire.gov.uk](mailto:sarah.bye@cambridgeshire.gov.uk)  
Tel: 07468 718793

Member contacts:

Names: Councillor Bailey  
Post: Chair  
Email: [anna.bailey@cambridgeshire.gov.uk](mailto:anna.bailey@cambridgeshire.gov.uk)  
Tel: 01223 706398

# 1. Background

- 1.1 During 2019 a procurement approach was developed for a Pseudo Dynamic Purchasing System (PDPS) in order to commission for a range of Early Intervention and Prevention services. The Framework was organised into 4 lots with 10 current contracts forming part of the PDPS.
- 1.2 Whilst the procurement was underway in February 2020 a further review of the construction of the tender and its proposed outcomes was undertaken with the following limitations identified which reduced the flexibility and long-term use of the Framework as a 'dynamic purchasing system':
  - Limited scope of service specifications governing each Lot
  - Inability to add additional services to the scope of the procurement if additional funding became available
  - Rigid annual timeframe under which call-off's could be made
  - Call-off contracts stipulated as 1 year+1 in all cases offering no flexibility for longer term delivery options
  - No opportunity to work with Cambridgeshire and Peterborough CCG or Public Health to commission services more effectively
- 1.3 Concern was also expressed by the market in terms of the consideration given to the current contracts included in the procurement, the wider considerations of the joint funded nature of some of the service delivery and confusion in the nature of operation of the Framework.
- 1.4 It was agreed in February 2020 to abandon the procurement process to enable a full review and revised procurement to be developed and approved to provide a wider and more flexible commissioning tool
- 1.5 There is a clear recognition of the need to support moving to an asset based approach to manage demand, which promotes independence and choice, whilst maximising place based community assets. The future commissioning of prevention and early intervention services is a key element to support the delivery of this approach, in line with the principles of both the Think Communities agenda and Adults Positive Challenge Programme.

The Early Intervention and Prevention agenda supports the following objectives:

- Enabling people to maintain their independence and stay living at home or within their family for longer.
- Receive appropriate information and advice to support the principles of shared decision making with service users, carers and families.
- Receive appropriate outcome based support which focusses on people's strengths and assets
- Collaboration and interagency working to improve services and the experiences of service users and carers.
- To improve, innovate and evidence the impact and effectiveness of early intervention and prevention services, demonstrating their social and economic impact

- 1.6 Procuring a Framework to support the commissioning of services under the Early Intervention and Prevention portfolio will maximise opportunities for innovative service development through increased co-design with the market and a more joined up and integrated approach to commissioning

## 2. Main Issues

- 2.1 Following the abandonment of the previous tender, work has been undertaken to develop an alternative procurement approach that builds on and delivers the principles of Early Intervention and Prevention and addresses the limitations of the previous procurement. A new procurement approach has been developed for an Early Intervention and Prevention Framework which will operate in partnership with Peterborough City Council and Cambridgeshire and Peterborough CCG. Peterborough City Council will be the lead Authority for the Framework Agreement with Cambridgeshire County Council able to call-off service requirements from the Framework to meet the Council's Early Intervention and Prevention agenda and within the Council's budget for these services,

This mechanism will enable Cambridgeshire County Council to achieve the following:

- Fulfil and fully evidence compliance with the statutory requirement to offer or arrange preventive services to support those at risk of developing higher-level care needs.
- Take a preventative approach by providing information and effective preventative support services that reduce or prevent the likelihood of unnecessary escalation of care needs.
- Streamline the procurement process to reduce duplication and ensure we are able to respond quickly and flex provision to commission for local needs, whilst ensuring we deliver in line with procurement and commissioning best practice.
- Explore opportunities to jointly commission services with CCG and Public Health to reduce duplication and achieve both social care and health outcomes.
- Use intelligence from across the Councils, such as Adult Early Help and Innovate and Cultivate grants, to develop a more strategic commissioning approach
- A procurement solution which enable commissioner and providers to work together to deliver efficient and effective services which can be monitored in a consistent way
- Provide an effective mechanism to engage with the market in a collaborative way encouraging both large and small organisations to contribute to the shaping and development

- 2.2 The revised Early Intervention and Prevention Pseudo Framework will be developed around a range of high level outcomes and impacts for service types rather than by cohort of service user. This will enable services to be delivered across client types, where appropriate, and for providers to adopt an outcome, strengths based approach from the outset. This will also enable collaboration across traditional geographical and cohort boundaries if there is a commissioning need as well as providing a mechanism for smaller service call-offs under a Think Communities approach without the need to undergo a specific commissioning exercise.

The Framework will provide a contracting mechanism through which services can be 'called-off' under thematic Lots. The proposed lots are:

<b>Lot</b>	<b>Lot Title</b>	<b>Descriptor</b>
1	Hospital Discharge and Admission Avoidance	Services which will support the timely discharge of people from hospital or to prevent admission/re-admission of individuals into an acute
2	Information and Advice	Services which deliver information and advice to improve access and awareness
3	Community Support	Services which are delivered in local communities or within people's homes supporting increasing or prolonging independence and improving social connections
4	Day Opportunities	Services which provide centres within local communities where people with support needs can go to meet others, engage in a range of appropriate activities, reducing social isolation and maximising independence

## 2.3 Day Services

2.3.1 Lot 4, as outlined above, has been included in the development of the Framework in order to provide a future option to enable effective recommissioning of Day Opportunities through this mechanism if required.

2.3.2 Currently Day Services for Older People are issued with grants from the Adult Social Care budget. The value of grants to commissioned Day Service for Older People providers in Cambridgeshire is £742,283. A review of these services is currently underway and will form part of the Adults Positive Challenge Programme to ensure that there is a clear vision and strategy to support both the Covid Recovery and on-going service delivery of day opportunities for older people. The inclusion of Lot 4 in the Early Intervention and Prevention Framework provides a mechanism for future contracting, should we wish to use it, following the outcome of the transitional and transformative work.

2.3.3 Day Services providers have continued to receive their grant funding throughout the pandemic period and will continue to do so. Commissioners have valued the on-going support that Day Service providers have been able to offer to vulnerable members of the community throughout recent months and how services have adapted, continuing to deliver support to individuals, when community venues were closed and usual activities unavailable. The positive and innovative outcomes achieved throughout this period will help inform the future strategy and commissioning intentions for Day Opportunities as part of the Adults Positive Challenge Programme, aiming to improve the current model and outcomes for individuals.

2.3.4 Further detailed consideration of this lot will be presented to Adults Committee at a future date as part of a wider review and commissioning intentions for Day Opportunities. The option to include the lot as part of this procurement is not to pre-empt an outcome of this review but will enable the Council to have an effective commissioning structure in place to utilise, if required, once the review and commissioning intentions are complete.

## 2.4 Framework Process

2.4.1 Provider skills required for each lot will also be mapped out to help ensure that there is a robust evaluation process for entry onto the Framework and that there is clarity within the market about the required provider capabilities.

2.4.2 Providers will apply to be on the Framework under a particular Lot and will then have the opportunity to bid for any of the service call-off's that will be procured under the relevant Lot. The Framework enables the Council to have a pool of quality-assured providers who we can engage with on a strategic basis to strengthen our approach to Early Intervention and Prevention services. The Framework will open regularly so that new providers will have the opportunity to apply to be the Framework to ensure a dynamic and developing market.

2.4.3 Appendix 1 outlines the construction of the Lots within the Framework and details the expected high level outcomes and provider skills required under each of the delivery areas

2.4.4 The advertised budget will be constructed through the value of potential contracts mapped to the Framework as well as an assumed additional level of monies or that may be added through the lifetime of the contract. This does not commit the Council to any additional spend but provides the scope to call-off services should additional funding become available.

2.4.5 The current funding allocated to each lot is outlined below. This is based on current commissioned services and an additional 20% percent value will be added per lot to allow for flexibility over the term of the Framework.

### 2.4.6

	<b>Annual Scoped Contract Spend (All Commissioning Authorities)</b>	<b>CCC Contribution (Annual)</b>	<b>Total Annual Lot Budget (includes additional 20%)</b>	<b>Total Contract Term (includes additional 20%)</b>
Lot 1 – Hospital Discharge/Admission Avoidance	£545,193	£118,980	£654,231	£4,579,621
Lot 2 – Information and Advice	£484,451	£416,536	£581,341	£4,069,388
Lot 3 – Community Support	£634,880	£460,937	£761,856	£5,332,992
Lot 4 – Day Opportunities	£849,704	£742,283	£1,019,645	£7,137,513

2.4.7 The initial contract term for the Framework will for 5 years with an option to extend the arrangement for a further 2 years. The total framework budget across the whole contract term is £21,119,514 with Cambridgeshire County Council's commitment, based on current contract spend, £12,171,152. The above values include current spend on grants issued to Day Services.

- 2.4.8 Appendix 2 outlines the current contracts commissioned by Cambridgeshire County Council which will be called-off through the mechanism of the Early Intervention and Prevention Framework (Lots 1-3) and form the basis of the Council contribution outlined above.
- 2.5 Subject to Committee approval of the Early Intervention and Prevention Framework it is intended that the procurement will take place during Autumn/Winter 2020. This will enable providers to bid onto the Framework and will enable call-offs of the service contracts to be undertaken from April 2021.

### 3. Alignment with corporate priorities

- 3.1 A good quality of life for everyone  
The Early Intervention and Prevention Framework will provide strategic oversight of the Early Intervention and Prevention provision commissioned by Cambridgeshire County Council, Peterborough City Council and Cambridgeshire and Peterborough CCG enabling best use of resources to improve and enhance the Early Intervention and Prevention offer throughout the county.
- 3.2 Thriving places for people to live  
The Framework will enable small and large contracts to be procured in a place based way with a quality assured provider base.
- 3.3 The best start for Cambridgeshire's children  
There are no significant implications for this priority.
- 3.4 Net zero carbon emissions for Cambridgeshire by 2050  
There are no significant implications for this priority.

### 4. Significant Implications

- 4.1 Resource Implications  
The following bullet points set out details of significant implications:
- The Framework will enable a strategic oversight of service delivery under a thematic structure, reducing duplication and ensuring best use of resources.
  - Cambridgeshire County Council are asked to commit current funding of EIP contracts as outlined in Section 2.3.
  - TUPE and HR will be considered at each call-off stage relevant to the service requirements.
- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications  
The following bullet points set out details of significant implications:
- A Regulated Procurement OJEU compliant tender process will be undertaken using the Light Touch Regime.
  - As this is a joint procurement Serco will be leading the procurement exercise. LGSS have been regularly updated on the project and it's proposed outcomes.
- 4.3 Statutory, Legal and Risk Implications  
The following bullet points set out details of significant implications:

- An Inter-Authority Agreement will be entered into setting out the responsibilities of each of the Commissioning Authorities.
- All contracts have been scoped for inclusion in the Framework and providers consulted to ensure they are fully aware of impacts.

#### 4.4 Equality and Diversity Implications

There are no significant implications within this category

#### 4.5 Engagement and Communications Implications

The following bullet points set out details of significant implications:

- Providers have been consulted on the procurement approach and impacts on any current contracts
- Think Communities and Public Health have been consulted about the project and opportunities for involvement in the Framework
- Consideration to being made for District Partners to be included as Commissioners through the Framework in the future

#### 4.6 Localism and Local Member Involvement

There are no significant implications within this category.

#### 4.7 Public Health Implications

There are no significant implications within this category

## 5. Source documents

### 5.1 Source documents

None