

Decision Report

Procurement process and consultation for contract for provision of Extra Care services and Home Based Care support at Beechwood Court



SURREY

Current Provision

1. The Council, working with Spelthorne Borough Council, has nominations rights at Beechwood Court on up to 20 of the 40 units and commissions around 205 hours of care per week. The landlord is A2 Dominion Housing Group Limited.
2. Commissioning Extra Care services at this scheme will support the Council's vision for Extra Care Housing to offer residents support within modern, purpose-built facilities that help older people retain their independence in the community while offering flexible and responsive care and support arrangements to meet their needs, enhance quality of life and improve outcomes. Securing continuity of care in the schemes is consistent with the strategic direction of the Accommodation with Care and Support programme.
3. The current delivery of care in each scheme is over 24 hours a day, 7 days a week. The level of care required across all units ranges from low to substantial/moderate to critical in accordance with the needs of users.
4. Extra Care housing delivers a range of services for residents who meet the established criteria. The care contract is for the delivery of person centred care and support as directed by individual care support plans and which is responsive/reactive to both planned and unplanned events. Visits range from 15 to 60 minutes several times a day based on the individual's needs with the delivery of personal care, domestic tasks as well as supporting an individual's access to the social opportunities, events and other services to maximise their health, wellbeing and independence in the community. Personal Care Services are of domiciliary care nature and governed by these care standards. The provider will also deliver an on-site response in an emergency in a reasonable timescale, and ad hoc responses for individuals to reduce the risk of unnecessary hospital admission.
5. The successful provider for Beechwood Court will be required to work closely in partnership with the Council and Spelthorne Borough Council for the care services provided and as landlord will be responsible for housing management and maintenance services and health and safety of property and the environment of the Extra Care setting and residents as specified in the Tenancy Agreements.

Future Provision and Procurement Process

6. A full competitive tender process, compliant with the Public Contract Regulations 2015 and the Council's Procurement Standing Orders has been carried out following the receipt of authority from the Sourcing Governance Board (SGB).
7. The Selection Questionnaire (SQ) and tender documents were published on the e-tendering portal on 19 February 2018 to all those expressing an interest with a closing date of 12 March 2018, allowing 21 days for the completion and submission of their responses.
8. A total of 13 providers submitted responses by the deadline which were evaluated for overall compliance and passing or failing mandatory questions for Exclusion Grounds, Economic and Financial Standing, Technical and Professional Ability, Requirements under Modern Slavery Act 2015 and Insurance.

9. Project specific quality questions for Extra Care Services examining provider experience and past performance were evaluated by Council representatives from Adult Social Care and Spelthorne Borough Council. The questions included providing details around Care Quality Commission (“CQC”) registration (30%), Suspension of Placements (25%), Organisational Policies, Procedure and Information Governance (25%) and Proven Skills as a provider of Home Based Care in Extra Care schemes (20%).
10. For the quality questions bidders were required to obtain a minimum score of 50% to be considered for shortlisting and invitation to submit a tender response. Nine providers satisfied the selection criteria and were shortlisted for the tender phase.
11. The final Tender documents were published to the shortlisted potential providers on the e-tendering portal with a closing date of 25 April 2018. Tenderers were given 30 days to complete and submit their tender response.
12. Tender responses were received from seven shortlisted potential providers and were evaluated against a number of quality questions. This aspect made up 55% of the overall score with the evaluation of price making up 40% of the balance. A final 5% was evaluated against social value that could be offered by providers.
13. Tenderers were asked to respond to quality questions with weightings which sought information about:
 - Promotion of Wellbeing and Independence (5%)
 - Staffing and Management (5%)
 - Operational Activity Monitoring (5%)
 - Personalisation (5%)
 - Integration with the whole Systems Approach (5%)
 - Service Quality and Continuity (10%)
 - Partnership Working (10%)
 - Accessible Information Standards (5%)
 - Safeguarding (5%).
14. The Council’s social value objectives are about embracing a culture of civic leadership and delivering additional value over and above the core requirements outlined in the specification. The successful provider will be required to share this commitment and work proactively to deliver social value within the local area as offered in their tender submission for the contract.
15. The Council can terminate the contract for convenience by giving the Provider 6 months’ notice. The Council can terminate the contract if the Provider commits a breach of the terms. The contract provides for variations to the terms and conditions and to the schedules and for payment for work done.
16. The Terms & Conditions of the contract include standard provision for managing Default and Dispute Resolution.
17. Business Continuity Plans were evaluated as part of the Tender. The Provider successfully completed satisfactory financial and competency checks.

18. Performance will be monitored through a Performance Monitoring Framework which includes a series of Key Performance Indicators as detailed in the contract and reviewed at monthly operations meetings. The top performance indicators and targets are as follows:

KPI	Target	Notes
Pick up of new packages of care for all new residents following joint assessments and allocations for residents in the units	100% acceptance of all new packages of care delivery for the 20 units	Quarterly reporting
Actual delivery of all expected hours against the support plans for all units	100% of actual delivery against expected hours of support plans for 20 units	Quarterly reporting
Business Volumes, Growth & Turnover: Increase in total volume of home care packages delivered	Information only to understand acuity of residents within units with aspiration to increase over time	Quarterly reporting
Partnership Working – Provider attend daily hand over meeting with Landlord or Spelthorne Council staff (Monday to Friday)	100% attendance	Quarterly reporting

19. The management responsibility for the Extra Care services contract lies with North West Surrey Adult Social Care Management Team. The contract will be managed in line with the Contract Management Strategy and plan as laid out in the contract documentation which also provides for review of performance and costs in line with identified continuous improvements in performance.

Consultation

20. The consultation process for the tendering of the existing Extra Care contract at Beechwood Court has been ongoing since July 2017 and meetings have taken place with stakeholders from Spelthorne Borough Council and the services users onsite.
21. The draft specification, KPIs and all quality questions were shared with Spelthorne Council representatives and gained input from them before the tender was released to the market.
22. The draft specification, KPIs and terms and conditions were also shared with officers working on the Strategic Extra Care project to ensure consistency and a document set that will allow for change as the Extra Care landscape in the county develops.

Risk Management and Implications

23. The Extra Care service contract includes 'Termination Clauses' (Clause 47) that will allow the Council to terminate the contract if the provider commits a breach of terms.

24. The following key risks associated with the contract and contract award have been identified, along with mitigation activities:

Category	Risk Description	Mitigation Activity
Financial	Potential risk that during the life of the contract the provider will request an inflationary increase against the annual service delivery cost	The rates are fixed for the initial 3 year term of the contract. Thereafter any increase in price shall not exceed the increase in the Consumer Price Index (CPI) minus one percentage point as shown by the Office for National Statistics.
Reputational	Quality of service delivered does not meet objectives and needs.	Strong contract management, regular performance review meetings and close monitoring of active involvement in the nominations process will enable the Council to influence, closely monitor and understand performance delivery.

Equalities and Diversity

25. An Equality Impact Assessment has not been completed as there is no change to the service provided as the same level of support and coverage will be provided under the new provider for the contract.
26. A list of staff has been provided by the incumbent Provider for staff that will transfer to the incoming Provider under TUPE arrangements and this information was released to the tenderers as part of the tender process to inform their pricing for the contracts. TUPE was clearly identified in the tender documents as being applicable to the Extra Care service contract for Beechwood with the bidders instructed to seek independent legal advice and that the financial implications are a matter for discussion between the Provider awarded the contract and the incumbent Provider.

Other Implications

27. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report
Safeguarding responsibilities for vulnerable children and adults	Set out below.
Environmental sustainability	No significant implications arising from this report
Public Health	No significant implications arising from this report

28. The Terms and Conditions of the contract, which the Provider will sign, stipulate that the Provider will comply with the Council's Safeguarding Adults and Children's Multi-Agency procedures, any legislative requirements, guidelines and good practices. This will be monitored through contractual arrangements.
29. The Provider responded to safeguarding quality questions as part of this tender process. This service plays a key role in safeguarding adults and we are confident that the Provider can deliver safe, quality and efficient services.

Next steps

30. The timetable for implementation for the contract for Beechwood Court is as follows:

Action	Date
Strategic Director decision in consultation with Leader of the Council, Cabinet Member for Adults, Assistant Director of Procurement and Section 151 Officer to award the Beechwood Court Extra Care services contract	25 June 2018
Standstill Period	9 July 2018
Contract Signature	16 July 2018
Contract Commencement Date	3 September 2018

31. The Council has an obligation to allow unsuccessful providers the opportunity to challenge the proposed contract award. This period is referred to as the standstill period.