

Executive Decision Taken under Cabinet Delegated Authority

[Exempt Information]

Subject:	Procurement of Community Dementia Support Service
Director:	Interim Director of Adult Social Care – Katharine Willmette
Date of Decision:	June 2021
Delegation Reference:	14 October 2020 Cabinet Decision Recommendations: 2 & 3
Contact Officer:	Maxine Groves, Senior Commissioning Manager Dementia Maxine_groves@sandwell.gov.uk

1 Recommendations

- 1.1 That investment of £376,000 per annum from the Better Care Fund in a two-year Community Dementia Support Service for Sandwell commencing on 16 August 2021, with an option to extend for a further year to 15 August 2024 is implemented.
- 1.2 That the Interim Director of Adult Social Care following a competitive procurement exercise approves contract award to the successful tenderer for a Community Dementia Support Service.
- 1.3 That the Director - Law and Governance and Monitoring Officer, or their designated representative, execute any documents necessary to give effect to execute award contract and contract monitoring for the provision of a Community Dementia Support Service.



- 1.4 That the Interim Director of Adult Social Care works jointly with partners in the NHS, Adult Social Services and the Voluntary, Community and Third Sectors to implement and monitor the service which will be overseen by the Sandwell Joint Partnership Board.




2 Reasons for Recommendations

- 2.1 Nationally and locally there is a commitment to improving services for people living with the effects of dementia and the new service will meet these requirements
- 2.2 The new service is designed to meet all national standards and best practice models.
- 2.3 The new service is an integrated model reducing the risks of people falling through any gaps in services
- 2.4 The service will contribute to key NHS performance indicators for improving diagnostic rates, waiting times and earlier diagnosis.
- 2.5 Research set out within the National Dementia Strategy indicates a possible reduction of up to 28% in long term care home admissions
- 2.6 Reduction in hospital admissions
- 2.7 Person centred support resulting in improved health and wellbeing
- 2.8 Following a competitive tender process to secure a suitable provider:
- 2.8.1 Twenty-seven organisations submitted expressions of interest
- 2.8.2 Three organisations submitted a tender
- 2.8.3 Two organisations were disqualified at the first stage – quality checking
- 2.8.4 One organisation successfully went through to evaluation and moderation



2.8.5 The successful Provider achieved 44% of the possible 60% for quality and passed the financial requirements

3 How does this deliver objectives of the Corporate Plan?

	<p>People live well and age well People living with the effects of dementia will be supported to live well, make informed choice about their lives to enable them to continue to live and contribute to their local communities</p>
	<p>Strong resilient communities The Service will establish “Dementia Friendly Communities” in each of the six Towns, providing support, education and volunteering opportunities within local communities.</p>
	<p>A strong and inclusive economy The Service is based on a Provider Collaborative Model and will be delivered by existing local third sector organisations across Sandwell. This model supports Sandwell jobs for Sandwell people and will also provide volunteering opportunities. Volunteers will be given the opportunity to gain experience and skills to support future employment opportunities. The Service will work towards rewarding volunteers for their contributions through “Time Credits” which can be spent in local businesses.</p>



4. Context and Key Issues

4.1 Dementia presents a significant and urgent challenge to health and social care both in terms of the number of people affected and the cost of care. It is also a major personal challenge to anyone experiencing symptoms of dementia and to families and carers of people living with dementia. The limited availability of local high quality pre and post-diagnosis support services increases the risk of vulnerable people entering crisis. In turn this results in poorer outcomes for people living with dementia and their families and increased costs across health and social care.

4.2 The evidence supports early diagnosis and intervention as a means of improving quality of life and delaying or avoiding admission to hospital or care homes¹. The benefits of this approach set out in the National Dementia Strategy 2009² include:

4.2.1 Reduction in care home placements of up to 28% by providing carer support and counselling at diagnosis.

4.2.2 Reduction in hospital admissions.

4.2.3 Improvement in the quality of life for people with dementia following early diagnosis and intervention, enabling them to feel confident to live well in their own communities.

4.2.4 Positive effects on the quality of life of family and carers following early diagnosis and intervention, enabling them to feel supported and to live independently at home.

4.3 In response to the national priority to improve support for people living with the effects of dementia, the Council's commitment to improving services for those living with the effects of dementia is set out in the "Better Lives" Joint Dementia Strategy 2019 – 2025, which was coproduced with NHS and Voluntary and Community Sector partners.

¹ https://www.clahrc-cp.nihr.ac.uk/wp-content/uploads/2012/10/RU_2-Screening-for-dementia-Final4Oct121.pdf

² <https://www.gov.uk/government/publications/living-well-with-dementia-a-national-dementia-strategy>



- 4.5 The limited dementia community support services in Sandwell have historically been funded through the national lottery and Better Care Fund grants. In December 2019, the Joint Partnership Board agreed funding for two providers to deliver dementia support services until the end of September 2020. Due to the Covid-19 pandemic the Joint Partnership Board reviewed this decision and agreed to extend the funding until 15 August 2021. This to support to sustain key services during the procurement phase and implementation period of the new service.
- 4.6 National research, including that undertaken by the Alzheimer's Society to inform the National Dementia Strategy, provides evidence that programmes of this type can reduce future cost pressures resulting from demographic growth of our ageing population. The evidence is also clear about the positive impact that community dementia support can have on people living with dementia and their families.
- 4.7 The Sandwell Joint Partnership Board has committed up to £376,000 of Better Care Fund grant per annum for investment in community dementia support and has agreed a three-year commissioning plan to deliver the Joint Dementia Strategy for 2019-25 and implement a Borough-wide service that will provide a range of support options for people living with dementia of mild to moderate complexity.
- 4.8 A business case and options appraisal were endorsed by the Joint Partnership Board in July 2020 and it was agreed to proceed with a formal tender process for the new service during October 2020 Cabinet approval was obtained.
- 4.9 Service Model
- 4.10 The new service will place people living with dementia and their families at the centre of their care, ensuring a personalised approach and a range of options are available to give people the support, advice and guidance that best meets their needs.



- 4.11 The new service will provide:
- 4.11.1 Access seven days per week from 8am until 8pm initially
 - 4.11.2 A single point of access
 - 4.11.3 Information, advice (including benefits advice) and referrals to other services, e.g. the New Community Offer
 - 4.11.4 Care and Advanced Care Planning
 - 4.11.5 Initial screening and safe and well at home checks on behalf of Primary Care
 - 4.11.6 A regularly maintained and updated Sandwell Dementia Roadmap.
 - 4.11.7 Appropriately tailored training for professionals and people with memory concerns and those living with the effects of dementia, including carers and families.
- 4.12 In addition to this the service will actively manage the increasing risk of hospital or care home admissions by deploying resources pro-actively to avoid crisis.
- 4.13 The service will be accessible to any eligible Sandwell resident as well as resident and non-resident carers of the users of the service.
- 4.14 Procurement approach and Covid-19 Flexibility
- 4.15 The new service is a preferred provider model and is based on market intelligence, national best practice and bench-marking. This work was initially put on hold in March 2020 due to the Covid-19 pandemic. A review of the business case and intended procurement approach was undertaken during June and July 2020 to ensure that the service will be able to respond flexibly to meet additional demands resulting from the pandemic.
- 4.16 The preferred provider will be expected to enter into subcontracting arrangements with other providers within the Borough. This will help



to ensure that services are delivered by local providers operating in each of the six towns, which will in turn ensure that services are aligned to the different and unique needs of the communities that they serve.

- 4.17 A contract will be up to three years to provide a sufficient length of time to enable the service to become established and to allow commissioners to collect sufficient data to evidence the impact of the service on improving outcomes and reducing the use of more costly health and social care services.
- 4.18 Following Cabinet approval in October 2020 the opportunity was advertised on 26 April 2021 and closed on 26 May 2021. The new service will commence on 16 August 2021.
- 4.19 Consultation
- 4.20 The Better Care Fund Programme team carried out an extensive programme of engagement with a wide range of stakeholders during 2019 to support the development of the dementia strategy.
- 4.21 The Project team consisted of representation from key stake holders across health and social care including Public Health and Primary care to ensure the service was co-designed. Further engagement and involvement in the tender process with those living with the effects of dementia has been difficult due to COVID19 as most have been shielding. The new service is required to obtain feedback from those accessing the service and to show how this has informed service developments over the like of the contract.
- 4.22 The specification and planned delivery arrangements are kept under continuous review to ensure they reflect the most up to date national and local guidance on the Covid-19 pandemic.



5 Alternative Options

- 5.1 An options appraisal was undertaken following a market analysis and benchmarking exercise. The options appraisal presented two slightly cheaper alternative delivery models to the Joint Partnership Board:
- 5.2 The first of these options was for a service with a more restricted access of five days per week between 9:00am and 5:00pm and no expenditure on training, the dementia handbook, or seed funding to support the development of dementia-friendly communities (all of which do form part of the preferred option).
- 5.3 The second option proposed the same delivery model but with the addition of a telephone helpline support service at weekends during the winter months, the additional costs of which it was suggested would be paid for by removing the investment in dementia-friendly communities.
- 5.4 A 'do nothing' option was not considered as the service is essential to the implementation of the Sandwell Joint Dementia Strategy for 2019 – 2025 which was approved by the Health and Wellbeing Board in September 2019
- 5.5 The Joint Partnership Board decided that the unavoidable delay in commissioning dementia services during 2019/20 due to the Covid-19 pandemic created the financial capacity to fund the recommended option in full for up to three years without the need to compromise on access or investment in the service. For this reason, the options set out above are not being recommended.



6 Implications

<p>Resources:</p>	<p>The new service will be fully funded from the Better Care Fund for three years from 16 August 2021 to 15 August 2024.</p> <p>This funding is dependent upon the continued availability of Better Care Fund investment during this period. The risks associated with any changes to the level of funding available from the Better Care Fund is included and managed within the council's strategic risk register.</p> <p>The available budget for the service is £376,000 per annum and £1,128,000 over the three-year period.</p> <p>The council has complied with the Public Procurement Regulations (PPR) that require services exceeding the threshold of £663,540 set for 2020/21 to be advertised in the Official Journal of the European Union (OJEU). The new service exceeds that threshold so PPR was complied with.</p> <p>There are no implications for council managed property or land.</p>
<p>Legal and Governance:</p>	<p>The Competitive Tender Process complied fully with the Council's contract and procurement requirements.</p> <p>The service will be funded from the Sandwell Better Care Fund. The proposed use of these funds to finance the new service is consistent with the national conditions for the use of BCF funding.</p> <p>Progress on implementation and delivery of the service will be through the Joint Partnership Board and Sandwell Health and Wellbeing Board.</p>



<p>Risk:</p>	<p>The new service will build strong links with local communities, working effectively with the Police, Social Services, NHS, and Voluntary and Community Sector Organisations, and will ensure that the Sandwell Safeguarding Adults Board priorities and practice standards are promoted and followed</p> <p>The Corporate Risk Management Strategy has been complied with throughout in identifying and assessing the significant risks associated with this proposal. An initial risk register has been produced with minimal project risks and no strategic risks identified.</p> <p>The service will contribute to Sandwell's excellent national performance on reducing Delayed Transfers of Care (DTC). Risks will be monitored monthly by the Dementia Steering Group.</p> <p>The costs for the new service will be financed from the Better Care Fund for three years from 16th August 2021 to 15th August 2024. However, this funding is dependent upon the continuation of the national Better Care Fund programme and associated funding.</p> <p>Data used, stored and transferred as part of the delivery of the new service will comply with all current data protection legislation, regulations and Council policies and procedures.</p>
<p>Equality:</p>	<p>An Equality Impact Assessment screening exercise was undertaken for the new service and a full Equality Impact Assessment was not considered to be required on the basis that all delivery partners will need to demonstrate compliance with the Equalities Act 2010 before they are awarded funding to deliver services.</p> <p>The new service is expected to have a positive impact on the local community and Lead Providers will be</p>



	required by commissioners to ensure equal access to services for people and communities with protected characteristics.
Health and Wellbeing:	<p>Benefits to service users and the community:</p> <ul style="list-style-type: none"> • Reduced social isolation and increased community connectedness • Preventing or delaying the need for admission into hospital • Supporting people to return home to live as independently as possible • Flexible person-centered services enabling people to have choice and control while continuing to live full and active lives within their communities for longer • Improved mental health and well-being • Income maximisation • Improved carer support • Community cohesion • Supporting community resilience • Improved availability of mental health and well-being services <p>Benefits to the Council:</p> <ul style="list-style-type: none"> • Collaborative multi-agency partnership working • Increasing the number of people supported to live well and independently at home within their community and reducing admissions into hospital and care homes • Improved high quality, person centered support
Social Value	<p>The service will be delivered through a provider collaborative model with a lead provider. The local third sector organisations are each based within Sandwell distinct six towns and are representative of the local communities which they serve. The service:</p> <ul style="list-style-type: none"> • Makes best use of community assets • Employs local people



	<ul style="list-style-type: none"> • Has a structure to support carer development • Offer flexible working opportunities • Provides training / awareness raising sessions for local communities, businesses and health and social care professionals • Provides volunteering opportunities • Reduce carbon footprint through “Smart” working practices <p>The service will work towards:</p> <ul style="list-style-type: none"> • Providing “Time Credits” to incentives volunteering opportunities • Provide apprenticeship opportunities • Work towards being disability confident employers
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7. Appendices

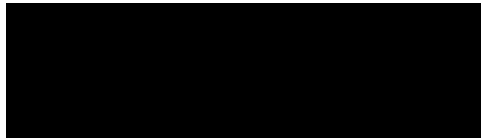
None

8. Background Papers

Cabinet Member Report October 2020

In accordance with the authority delegated to Chief Officers to act on matters within the authority delegated to them under Part 3 of the Council’s Constitution, I intend to take the action(s) recommended above.

I ~~do~~/do not have an interest to declare in this matter



Katharine Willmette
Interim Director of Adult Social Care

Date 12 July 2021

