

Committee:	Dated:
Health and Wellbeing Board	21/09/2018
Subject: Recommissioning of Early Intervention and Prevention Services for the City of London	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Decision
Report author: Collette Le Van – Gilroy, Commissioning Project Manager, Department of Community and Children's Services	

Summary

This report informs the Health and Wellbeing Board of the development of an integrated outcomes-based delivery model to provide City Community Connections Services and City Community Finance Services for adults, via a competitive process, which shall progress towards the achievements of the DCCS and Health and Wellbeing priorities.

The project aims also to meet the City of London Corporation's 2% efficiency savings target and to address the following service gaps which were identified during the consultation and engagement process:

- Lack of co-ordination and information sharing of local community support services
- the current provision is driven by process and outputs as opposed to person-centred outcomes

Recommendations

Members are asked to:

- Note the contents of the report and approach set out
- Endorse the recommendation for the proposed Outcomes Delivery Board from January 2019
- Consider whether the Health and Wellbeing Board wishes a representative on the Outcomes Delivery Board.

Main Report

Background

1. The Early Intervention and Prevention Services for adults currently commissioned by the Community and Children's Directorate include sixteen individual providers which deliver individual services under the following four categories:
 - community support services (such as befriending, community support for isolation and dementia, and support for carers),
 - self-directed support services (supporting people with direct payments)
 - Telecare and responder services (across the City of London and in its sheltered accommodation in a range of London boroughs),
 - Community aids, equipment and adaptations.
2. In September 2017, the departmental leadership team agreed to a new strategic approach to commission and deliver a range of early intervention and prevention services for adults which would include an integrated outcome-based approach, whilst advancing towards the achievement of the departmental and Joint Health and Wellbeing Strategy priorities.

Current Position

3. A new model and approach has been developed according to the following process:
 - A Steering Group was formed with representatives from Public Health, Housing, Adult Social Care, Procurement and Comptrollers, which has been meeting regularly to oversee the project, review the current offer and shape the new specifications.
 - A Service Needs Analysis; Service Gap Analysis and recommended model have been produced.
 - Practical solutions have been designed to ensure compliance to the Joint Health and Wellbeing Strategy (2017 to 2020) to encourage partnership working to a) prevent where we can; b) intervene early when problems do develop; c) take steps to reduce the harms arising from behaviours or actions that cannot be prevented
 - A new service direction has been developed to help fulfil the Health and Wellbeing priorities of a) Good mental health for all b) A healthy urban environment c) Effective health and social care integration d) Children have the best start in life e) Promoting healthy behaviours
 - A range of stakeholders have been consulted and engaged with, including residents through the housing hub; residents in sheltered accommodation; faith groups; intergenerational groups, VCS and community groups, patients at the Neaman Practice; and staff, to inform the future model
 - Additional stakeholders, such as the Planned Care Workstream and Prevention Care Workstream have been engaged with and updated.

- Potential and current providers have been engaged with, and soft market testing of different models and approaches has been undertaken.
4. This process has been fully compliant with the City Corporation’s robust governance procedures including: Social Values Panel; Leadership Team; Adult Social Care Management Team; and Procurement Category Board.

Proposals

5. The recommended model is that the City of London Corporation competitively appoints two providers: one Lead Provider for a **City Community Connection Service**; and another provider for **City Community Finance Service**. The period of the contracts will be three years plus two one-year extensions subject to satisfactory delivery and outcomes which will dovetail with the increased integration of health and social care services.

City Community Connections Services	The role of the successful provider shall include the requirement to coordinate, communicate, connect and deliver a range of community support services and activities plus to signpost service users to relevant Public and Local Health Services, Community and Voluntary Services, City Finance Services, City Call Care and Responder Services, City Equipment Services and in the future, to City Technology Solutions.
City Community Finance Services	Self-directed support including planning and account management
The following services are excluded from the tendering process	
City Call Care and Responder Services (Proposal for 2 providers)	Commissioning Project Manager is in negotiation with Camden and Southwark for the provision of Telecare and Responder services.
City Equipment Services (Proposal for 1 provider)	Commissioning project Manager is in negotiation to access a London – wide framework which is used by 19 local authorities for community Aids, Equipment and Adaptations.

Outcomes Framework and Outcomes Stars

6. The “Outcomes Star” methodology is proposed as the measurement tool for service users. An appropriate Outcomes Star is created in collaboration with a service user to ensure their outcomes are being met through the delivery of the service. Examples of Outcomes Stars are set out at Appendix 2.

Next steps

7. The tender documents for the City Community Connections Services and City Community Finance Services were released to a range of current and new providers from 3rd September 2018. The contract awards are scheduled for the beginning of December 2018. Mobilisation will commence in January 2019 for contract commencement in April 2019.
8. To support the management of the model and to drive forward the delivery of an outcomes-based approach, an Outcomes Delivery Board is proposed to be initiated from January 2019. The suggested representation on the Board is to include, providers, service users and other stakeholders such as a representative from the City and Hackney CCG.

Corporate & Strategic Implications

9. Local drivers that inform service priorities and delivery include the City of London Corporation Corporate Plan, and the Department of Community and Children's Services (DCCS) Business Plan 2017-22. DCCS has developed an Outcomes Framework which identifies the following five priority themes through which progress will be tracked and measured.

Safe - People of all ages live in safe communities, safe and well-maintained accommodation and estates are protected from harm

Potential - People of all ages can achieve their ambitions through education, training and lifelong-learning

Independence, Involvement and Choice - People of all ages can live independently, be active in their communities and exercise choice over their services

Health and Wellbeing - People of all ages enjoy good health and wellbeing

Community - People of all ages feel part of, engaged with and able to shape their community

10. This project will progress with the commitments of the Joint Health and Wellbeing Strategy and the Planned Care and Prevention Workstreams

Conclusion

11. The new outcomes-based delivery model has been developed with the community and the provider market to help deliver the DCCS and Health and Wellbeing priorities and to continue the journey of supporting, safeguarding and planning. The Board is asked to consider whether one of its members might contribute to the proposed Outcomes Delivery Board.

Appendices

Appendix 1: Extract from City Community Connection Specification
Appendix 2; Examples of Outcomes Stars for services- users

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