



Mayor and Cabinet

Report title: Contract award for Maximising Wellbeing at Home services (Lots 1,2,3,4,7)

Date 21 June 2023

Key decision: Yes

Class: Part 1

Ward(s) affected: All

Contributors: Associate Director, Community Support and Care, Lewisham Integrated Commissioning Team

Outline and recommendations

This report seeks approval from Mayor and Cabinet to:

1. Award the contract for Neighbourhood 1 to Carepoint Services Ltd (lot 1), for 5 years with the option to extend for a further 2 years, at an estimated current value of £17,500,000.
2. Award the contract for Neighbourhood 2 to Eleanor Nursing & Social Care (lot 2), for 5 years with the option to extend for a further 2 years at an estimated current value of £42,000,000.
3. Award the contract for Neighbourhood 3 to Westminster Homecare (lot 3), for 5 years with the option to extend for a further 2 years at an estimated current value of £37,100,000.
4. Award the contract for Neighbourhood 4 to Nomase Care Ltd & Unique Personnel (lot 4), for 5 years with the option to extend for a further 2 years at an estimated current value of £22,400,000.
5. Award the contract for Solution-Focused Coaching: Specialist advice, support and training to support the effective management of individuals with advanced dementia including those presenting with behaviours that challenge to Bluefield Care Services. The contract value will be £120,000 per annum, equating to £600,000 over 5 years, and £840,000 over 7 years if the option to extend is utilised.

Each of the 5 contracts will commence on the 01 September 2023.

Timeline of engagement and decision-making	
Date	Engagement / decision making
09 March 2022	Permission to Procure approved by Mayor and Cabinet.
March – July 2022	Coproduction of service specification
September 2022	Market warming events
08 September 2022	Tender published (Stage 1)
December 2022	Executive Director for Community Services gives approval for 11 tenderers to be invited to the second stage of the procurement process
08 December 2022	Tender issued to shortlisted suppliers (Stage 2)
19 December 2022	Tender reissued for Lots 5, 6, 8 and 9
01 September 2023	Commencement of new contracts

Summary

- 1.1 This report seeks approval from Mayor and Cabinet to award contracts for Lots 1 – 4, Neighbourhood Lead Providers (Maximising Wellbeing at Home) and Lot 7 (Solution-Focused Coaching: Specialist advice, support and training to support the effective management of individuals with advanced dementia including those presenting with behaviours that challenge) following a competitive tender process in which they were the successful bidder:

Lot	Proposing the following organisations are awarded contracts
1	Carepoint Services Ltd
2	Eleanor Nursing & Social Care
3	Westminster Homecare Ltd
4	Nomase Care Ltd & Unique Personnel
7	Bluefield Care Services

- 1.2 The new model will include the following core elements:
- Personalised set of principles through which care is provided
 - Embedding the voice of people with lived experience and unpaid carers into the delivery and overview of the service
 - Four Lead Neighbourhood Providers of Maximising Wellbeing at Home
 - Five specialist advice, support and training providers to support the Lead Neighbourhood Providers
 - Embedding the service within the wider Lewisham Community Offer
 - A career progression pathway for Wellbeing Workers. This will be embedded in the ICS commitment to working with social care providers to promote workforce development opportunities and career pathways.
 - Compliance with UNISON's Ethical Care Charter and a commitment for care workers to receive equivalent pay as band 3 NHS workers (£12.75.per hour at 2021/22 pay scale). This compares to London Living Wage (2021/22) of £11.95.

- A commitment to promote Maximising Wellbeing at Home as a career of choice for Lewisham residents.
- A commitment to embedding the London ADASS Big Promise within service delivery https://www.youtube.com/watch?v=iZWclGpwfY&list=PLio1_qJY3EazD4z2SCKGPgUPUhfAfGOYUd
- A commitment to identifying and nurturing untapped talent within the borough through developing innovative roles delivered through the apprenticeship route <https://lewisham.referrals.selectminds.com/landingpages/apprentice-opportunities-at-lewisham-council-7>

1.3 The new model will go live on the 01 September 2023.

2. Recommendations

2.1 It is recommended that Mayor and Cabinet:

2.1.1 Award the contract for Neighbourhood 1 to Carepoint Services Ltd (lot 1), for 5 years with the option to extend for a further 2 years, at an estimated current value of £17,500,000.

2.1.2 Award the contract for Neighbourhood 2 to Eleanor Nursing & Social Care (lot 2), for 5 years with the option to extend for a further 2 years at an estimated current value of £42,000,000.

2.1.3 Award the contract for Neighbourhood 3 to Westminster Homecare (lot 3), for 5 years with the option to extend for a further 2 years at an estimated current value of £37,100,000.

2.1.4 Award the contract for Neighbourhood 4 to Nomase Care Ltd & Unique Personnel (lot 4), for 5 years with the option to extend for a further 2 years at an estimated current value of £22,400,000.

2.1.5 Award the contract for Solution-Focused Coaching: Specialist advice, support and training to support the effective management of individuals with advanced dementia including those presenting with behaviours that challenge to Bluefield Care Services. The contract value will be £120,000 per annum, equating to £600,000 over 5 years, and £840,000 over 7 years if the option to extend is utilised.

Each of the 5 contracts will commence on the 01 September 2023.

3. Policy Context

3.1 The Care Act 2014 had a significant impact on Maximising Wellbeing at Home providers and commissioners and on people who use Maximising Wellbeing at Home services and their carers. The majority of the Care Act came into effect in April 2015 and put a duty on local authorities to promote wellbeing and meet needs (rather than requiring them simply to provide services). It also requires local authorities to assess and offer support to address the needs of carers, independently of the person they care for. This is aligned with a range of other carer-specific policies which emphasise the value of carers, and the importance of enabling them to have 'a life alongside caring'.

3.2 Under the Act, local authorities have a duty to prevent, delay or reduce the development of people's social care needs, so far as possible, and to work in an integrated, person-centred way, with all other support agencies including those in the third sector. They also have a duty to provide information and advice for the whole population, not just those who are receiving services that they fund. This means that people funding their own Maximising Wellbeing at Home support are entitled to guidance from the local authority, including on financial matters. The Care Act 2014 also requires local authorities to stimulate and manage their local market to benefit the whole population, not just those in receipt of local authority funded support.

- 3.3 Engaging people with lived experience is a core element of the Care Act 2014, which states: 'Local authorities should, where possible, actively promote participation in providing interventions that are co-produced with individuals, families, friends, carers and the community'.
- 3.4 The report supports the following corporate priorities:
- Cleaner and greener
 - A strong local economy
 - Open Lewisham
 - Health and wellbeing

4. Background

- 4.1 In 2015, Lewisham Council adopted a Neighbourhood Care Team Model as part of the wider initiative to establish health and care services on a neighbourhood footprint. With health partners, it worked to establish virtual neighbourhood teams of district nurses and social work staff aligned to GP practices, working with other specialist community health and care services such as the South London and Maudsley NHS Foundation Trust to coordinate work at a neighbourhood level. The Council appointed a neighbourhood coordinator for each of the four neighbourhoods to coordinate the partnership. A key part of this vision included building strong relationships with the lead Maximising Wellbeing at Home providers.
- 4.2 The Council entered into 2-year contracts (with the option to extend for 1 year) on 01 April 2016 with 4 Maximising Wellbeing at Home providers, one for each of the planned four neighbourhoods. This contract replaced the previous Framework Agreement for Domiciliary Care (2010-2016) which included 18 providers.
- 4.3 The rationale for the significant consolidation of contracted Maximising Wellbeing at Home providers was to appoint one Lead Provider per Neighbourhood who would have the capacity and expertise to lead the delivery of Maximising Wellbeing at Home in that neighbourhood and work closely with the neighbourhood teams. The Service Specification for the Lead Provider contract was developed to enable Adult Social Care and Health to optimise the Maximising Wellbeing at Home service to individuals in their own home by facilitating integrated working across health and social care, offering a localised and personalised experience and most importantly delivering the outcomes that are important to the Service User.
- 4.4 Three of the four contracts have been extended until 31 March 2023. The Neighbourhood 1 contract was not extended, due to quality issues. As a result, the Neighbourhood 1 contract was split between the remaining three remaining lead providers based on postcode.
- 4.5 Throughout its tenure the Maximising Wellbeing at Home Contract has enabled the Council to discharge its responsibilities to provide care to individuals in their own home in an efficient, structured and timely way.
- 4.6 Adult Social Care Neighbourhood Leads report that there has been an improvement in the provision of Maximising Wellbeing at Home since moving to the Lead Provider model. It has been easier to build relationships with one Lead Provider and ensure that quality concerns are addressed promptly. They have been encouraged by the Provider's willingness to take part in Multi-Disciplinary meetings and pilot new ways of working to benefit their Service Users. Service Users also report benefits from the Neighbourhood Model of Maximising Wellbeing at Home including a more positive experience of service provision and an increase in independence and enhanced quality of life. The re-procurement will build on these foundations.
- 4.7 Insourcing has been considered and an options appraisal was undertaken in 2019 looking

at:

- The re-procurement of domiciliary care services via the existing neighbourhood model;
- Transferring services back 'in house' under the existing Adult Social Care management structure; Option A.
- The establishment of a Council owned organisation to deliver domiciliary care services; Option B.

4.8 The report concluded that transferring services back 'in house' under the existing Adult Social Care management structure (Option A) over a five-year period is estimated to cost £142m, whilst establishing a Council owned organisation to deliver domiciliary care services (Option B) over a five-year period is estimated to cost £118m, compared to delivering the service in its current form (£91m). Both Option A and Option B would also impact on the Councils market shaping duty (Care Act, 2014) to stimulate a diverse range of care and support services to ensure that people and their carers have choice over how their needs are met and that they are able to achieve the things that are important to them. Both Option A and Option B would also be challenging as currently the Council does not employ staff with the necessary knowledge, skills and experience to run such diverse and complex services.

4.9 The new Maximising Wellbeing at Home model seeks to maximise benefits to the adult social care Wellbeing Worker workforce in order to both recognise their value and also to provide real career opportunities and embrace them within our Proud to Care Lewisham family.

4.10 In parallel, we will also be growing the Personal Assistant market to enable residents to have greater choice and control.

4.11 On 9th March 2022, Mayor and Cabinet gave permission to procure 4 Neighbourhood Lead Providers (Maximising Wellbeing at Home) and 5 specialist advice support and training providers to support the four Neighbourhood Lead Providers as shown in the table below:

Lot	Contract	Estimated annual value	Estimated value – 5 years	Estimated value – 7 years
1	Neighbourhood 1	£2,500,000	£12,500,000	£17,500,000
2	Neighbourhood 2	£6,000,000	£30,000,000	£42,000,000
3	Neighbourhood 3	£5,300,000	£26,500,000	£37,100,000
4	Neighbourhood 4	£3,200,000	£16,000,000	£22,400,000
5	Specialist End of Life Care advice, support and training	£120,000	£600,000	£840,000
6	Specialist Mental Health advice, support and training	£120,000	£600,000	£840,000
7	Specialist advice, support and training to support the effective management of individuals with advanced dementia including those presenting with behaviours that challenge	£120,000	£600,000	£840,000
8	Specialist Learning Disability and autism advice, support and training	£120,000	£600,000	£840,000
9	Specialist advice, support and training to enable all those in receipt of commissioned Maximising Wellbeing at Home service to maximise meaningful life roles e.g. enabling community engagement.	£120,000	£600,000	£840,000

4.12 Mayor and Cabinet also delegated approval to the Executive Director of Community

Services following stage 1 of the procurement process to decide the short-listed suppliers recommended to stage 2 of the procurement process. This paper summarises stage 2 of the procurement process and recommends that Mayor and Cabinet award contracts to the following providers:

Lot	Proposing the following organisations are awarded contracts
1	Carepoint Services Ltd
2	Eleanor Nursing & Social Car
3	Westminster Homecare Ltd
4	Nomase Care Ltd & Unique Personnel
7	Bluefield Care Services

5. Maximising Wellbeing at Home overview

5.1 Maximising Wellbeing at Home is coaching focused support delivered by Wellbeing Teams through a rehabilitation lens. The Service is delivered to people living in household accommodation that is owned or occupied by the person receiving the Maximising Wellbeing at Home service. The household accommodation arrangements are fully independent of the Maximising Wellbeing at Home service (which remain at all times a visiting arrangement).

5.2 Six core elements

#	Core element
1	<p>Seven step approach repeated bi-annually in collaboration with officers from the Council and other relevant partners</p> <ul style="list-style-type: none"> • Step 1: Yourself – How can you build on the strengths and qualities that you already have? What else could you do improve your knowledge, skills or confidence? • Step 2: Technology – Are there any apps or technology that could help? • Step 3: Equipment and adaptations – Are there any products or equipment that could help? Are there any physical changes that could be made to your home or environment that could help? • Step 4: Family, Friends and Neighbours – Is there anything that your family, friends or neighbours could help with? • Step 5: Community – Are there places, groups or events happening in your community that could help? • Step 6: Services or Setting – Are there any general health or social services that could help? What is available through universal services? • Step 7: Choose your Wellbeing Team
2	<p>Neighbourhood footprint</p> <p>The Service must work collaboratively with the other three Lead Neighbourhood organisations delivering the Maximising Wellbeing at Home service to ensure sharing of learning and maximising efficiencies where possible. The Service must also commit to:</p> <ul style="list-style-type: none"> • Supporting the delivery of an integrated health and care offer to Clients by referring to appropriate services and engaging meaningfully in relevant meetings, joint assessments and collaborative interventions. • Improving communication between organisations, reduce duplication and build a support team around the individual to prevent or delay their need increasing and enable wellbeing, choice and independence. This will result in the right level of support in the community for all adults requiring services as well as a reduction in the number of reviews and unnecessary handoffs. • Work closely with the Relationship Manager to ensure referrals are being made to appropriate services e.g. Carer Information, Advice and Wellbeing Officers • Enable the branch office to become a hub of activity for Neighbourhood 1 celebrating and promoting the industry as a career of choice amongst local residents

#	Core element
3	<p>Person Centred and Outcome focused</p> <ul style="list-style-type: none"> • The Service management and Wellbeing Teams will be required to meaningfully involve people with lived experience and unpaid carers in their service delivery and management. This will help to further embed the development and delivery of person centred, outcome focused support planning initiatives. • The Service must review on a regular basis level of need by repeating Activities of Daily Living (ADLs) and Instrumental Activities of Daily Living (IADLs).¹ • The Service must coordinate and analyse bi-annually the Adult Social Care Outcomes Toolkit INT4 and deliver an action plan to improve satisfaction • The Service must also coordinate and analyse annually Client and Wellbeing Worker annual satisfaction surveys and again deliver an action plan to improve satisfaction year on year. • Aim to achieve Outstanding by the CQC within three years and retain this rating for the remainder of the contract duration
4	<p>Promoting choice and control</p> <ul style="list-style-type: none"> • Clients choose their own Wellbeing Team (can be up to 12 Wellbeing Workers) using video introductions and one-page profiles. At least two teams from other Maximising Wellbeing at Home organisations in the Neighbourhood must be included in the offer to the Client. • Once the Wellbeing Team has been selected, they collaboratively design an ideal week with the Client, where visits have an indicative time related to what they are trying to achieve in that visit.
5	<p>Wellbeing Workers in Wellbeing Teams</p> <ul style="list-style-type: none"> • Wellbeing Workers will adopt a more rehabilitative approach to service delivery. Learning from Denmark showed this improved the status of the sector, whereby Wellbeing Workers are seen as coaches undertaking more positive, motivational work that is distanced from the 'current image of the sector' • Wellbeing Workers will work in Wellbeing Teams (up to 12 individuals) • Wellbeing teams: <ul style="list-style-type: none"> ○ Provide relationship-centred support ○ Focus on what matters to the person and their wellbeing ○ Enable people to be part of their community ○ Are self-managed • Each Wellbeing Team will be allocated a coach by their employer to support their knowledge, skills and confidence in providing the service. The coach will meet monthly and create a trusted and supported environment to enable the team to grow and develop. • The employer organisation will ensure Wellbeing Teams are enabled to develop by promoting regular team meetings to avoid isolated working conditions, and more training and flexibility to work autonomously and flexibly to meet the person's needs • The employer will also ensure the Service is: <ul style="list-style-type: none"> ○ Fully compliant with UNISON's ethical care charter ○ Fully committed to work towards parity of esteem with equivalent roles in the NHS ○ Committed to promoting Wellbeing Workers as a career of choice for Lewisham residents ○ Committed to embedding the London ADASS Big Promise within service delivery https://londonadass.org.uk/news/our-big-promise-following-race-equality-week/ <p>As noted in 1.3, the Neighbourhood footprint may change slightly following the NHSE Fuller Review to ensure close collaboration with health colleagues on a PCN footprint where there is a health input that overlaps / aligns with the work of the wellbeing team</p>
6	<p>Solution-Focused Wellbeing coaches</p>

¹ Key life tasks that people need to manage, in order to live at home and be fully independent.

#	Core element
	<p>Wellbeing Teams will have direct access to specialist wellbeing coaching in the following areas:</p> <ul style="list-style-type: none"> • End of Life Care • Effective management of individuals with advanced dementia including those presenting with behaviours that challenge • Learning Disability and autism • Mental Health • Enabling and supporting clients into meaningful life roles <p>Wellbeing Teams within Neighbourhood 1 must work collaboratively and effectively with the five Solution-Focused Wellbeing Coaching service providers to ensure the assessed needs of Clients are met in the most effective way.</p>

5.3 Shared approach to recruitment – Proud to Care Lewisham Family

Within Lewisham, we have agreed a shared three step approach to the recruitment of Wellbeing Workers. The Service Provider must fully engage and comply with the Proud to Care Lewisham Family three step approach. This three-step approach which is fully compliant with the UNISON Ethical Care Charter consists of:

Step 1 – Recruitment into our Proud to Care Lewisham Family through a values-based approach. This step is coordinated by our Proud to Care Lewisham apprentices in collaboration with Lewisham Works. Values based recruitment is an approach which attracts and recruits Wellbeing Workers on the basis that their individual values and behaviours align with the values of Lewisham Council and the NHS Constitution. The key elements of step 1 include:

- Pool of interviewers drawn from registered managers² based locally, unpaid carers and people with lived experience
- Interviews focus on whether the values of prospective applicants align with those of the Proud to Care Lewisham Family. During step 1, interviews do not focus on the organisation that the individual will be matched to.
- Applicants who successfully pass step 1 are then added to our Proud to Care Lewisham Family

Step 2 – Recruitment of applicants to Maximising Wellbeing at Home organisations. Within step 2, each Maximising Wellbeing at Home organisation based in Lewisham has the opportunity to advertise vacancies to all candidates in the Proud to Care Lewisham Family. As the prospective employer, the Maximising Wellbeing at Home organisation must ensure the recruitment approach that the organisation adopts during step 2 is fully compliant with CQC regulations.

To participate in step 2, the Service Provider must sign up to full compliance with the UNISON Ethical Care Charter. Compliance with the Charter ensures all Wellbeing Workers are enabled to:

- Provide appropriate support and given time to talk to their clients
- Ensure they are not forced to rush their time with clients or leave their clients early to get to the next one on time through more control of their rotas
- Be paid for their travel time, their travel costs and other necessary expenses such as mobile phones

² Drawn from Maximising Wellbeing at Home providers based in Lewisham

- Be covered by an occupational sick pay scheme to ensure they do not feel pressurised to work when they are ill in order to protect the welfare of their vulnerable clients.
- Receive sustainable pay, terms and conditions and access to training
- Work in Wellbeing Teams enabling clients to be allocated the same Wellbeing Workers
- Have confidence in raising concerns about their clients' wellbeing through robust local provider procedures
- Develop professionally and provide high quality care through access to the Proud to Care Lewisham training programme
- Develop individually and within their wellbeing team through regular meetings with team and co-workers to share best practice and limit their isolation. Each Wellbeing Team will be allocated an internal coach by their employer to support ongoing development of the team.
- Be paid at least the London Living Wage³

Step 3 – Supporting the Maximising Wellbeing at Home pool of Wellbeing Workers. If Wellbeing Workers do not feel that the role they are currently employed in is meeting their needs, they can resign from that organisation and re-enter the Proud to Care Lewisham pool where they will be matched to another Maximising Wellbeing at Home provider. The key elements of step 3 include:

- Submission of resignation by the Wellbeing Worker
- Wellbeing Worker exit interview undertaken by Proud to Care Lewisham Apprentice
- Maximising Wellbeing at Home provider exit interview undertaken by Proud to Care Lewisham Apprentice
- Feedback (anonymised) from exit interviews added to the Proud to Care Lewisham dashboard
- Wellbeing Worker then matched with a different Maximising Wellbeing at Home provider

6. Evaluation

6.1 The tables below set out details of the key dates and number of tenders received for lots 1,2,3,4,7:

Activity	Date	Bids (lot 1)	Bids (lot 2)	Bids (lot 3)	Bids (lot 4)	Bids (lot 7)
Tender published	08/09/2022					
SSQ closed	11/10/2022					
Expressions of interest received		5	3	6	4	2
SSQ evaluation completed	16/12/2022					
Tenders not shortlisted		2	0	3	2	0
Tenders shortlisted		3	3	3	2	2
ITT opens	08/12/2022					
ITT closes	27/02/2023					
Tenders received		3	3	1	2	2

³ <https://trustforlondon.org.uk/what-we-do/work/london-living-wage/#:~:text=As%20of%20September%202022%2C%20the,as%20the%20national%20minimum%20wage.>

ITT evaluation completed	24/04/2023					
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- 6.2 No bids were received for lots 5,6,8,9, therefore a tender for these lots was issued on 20 December 2022. The paper summarising the outcome of the evaluation of lots 5,6,8,9 will be presented at a subsequent Mayor and Cabinet meeting.
- 6.3 The procurement for lots 1,2,3,4,7 was carried out via a two stage restricted process with one successful provider being awarded the contract for each lot.
- 6.3 The procurement was advertised via the Council’s online tendering system (Proactis procurement portal) publishing the opportunity onto Contracts Finder and Find a Tender service.
- 6.4 Stage 1 (the Standard Selection Questionnaire) was issued on 08/09/2022. Tenders were required to submit a completed Standard Selection Questionnaire which included additional questions on tenderers technical capability in providing homecare (for lots 1 – 4) and in providing solution focused coaching (for lots 5 – 9). Following compliance checks conducted by Procurement, the technical questions were evaluated by an Evaluating Panel made up of officers from Commissioning, Reablement and Social Care in order to shortlist the four highest scoring tenders.

For lot 1 (Neighbourhood 1) five expressions of interest were received. Two of these were not shortlisted and 3 were shortlisted and invited to the second stage of the tender (stage 2 Invitation to Tender).

For lot 2 (Neighbourhood 2) three expressions of interest were received. All three were shortlisted and invited to the second stage of the tender (stage 2 Invitation to Tender).

For lot 3 (Neighbourhood 3) six expressions of interest were received. Three of these were not shortlisted and three were shortlisted and invited to the second stage of the tender.

For lot 4 (Neighbourhood 3) four expressions of interest were received. Two of these were not shortlisted and two were shortlisted and invited to the second stage of the tender.

For lot 7 (Neighbourhood 3) two expressions of interest were received. Both were shortlisted and invited to the second stage of the tender.

For lots 5, 6, 8 and 9 no expressions of interest were received. A tender for these lots were reissued on 20th December 2022.

- 6.5 Stage 2 (Invitation to Tender) for lots 1, 2, 3, 4 and 7 was issued to the shortlisted tenderers on 8th December 2022 and closed on 27th February 2023.

The following criteria were assessed during the evaluation process:

- Quality 50%
- Financial 50%

Minimum scoring thresholds were applied to key method statements within the tender process, such as those related to core service delivery, to ensure that valid bids received were of a high quality and fully compliant with the key elements of the service specifications.

- 6.6 The following criteria was used during the evaluation process:

Lots 1 – 4	Lot 7
<ul style="list-style-type: none"> • Mobilisation (4%) • Operationalising the Maximising Wellbeing at Home Service (6%)* • Project Management and Sustainability (4%) 	<ul style="list-style-type: none"> • Mobilisation (4%) • Operationalising the Solution-Focused Wellbeing Coaching (8%)* • Supporting operationalisation of the Maximising Wellbeing at Home Service

<ul style="list-style-type: none"> • Culturally competent service (5%) • Enabling Wellbeing teams to operate semi-autonomously (5%) • Electronic Call Monitoring (ECM) system (5%) • Safeguarding (5%) • Social Value (10%) • Interviews (6%) • Price (50%) 	<ul style="list-style-type: none"> • (6%) • Project Management and Sustainability (4%) • Culturally competent service (5%) • Career progression pathway for those wanting to specialise (4%) • Embedding an evidence-based approach to assessing need (6%) • Safeguarding (4%) • Social Value (5%) • Interviews (4%) • Price (50%)
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- 6.6 The criteria marked with an asterisk (*) in the table above were assigned a minimum score of six (6) that bidders had to achieve. All other criteria had a minimum score of five (5). Any Tender which failed to attain these minimum scores would be deemed invalid and not considered for contract award
- 6.7 Tenderers were asked to submit a description of their proposals in the form of Method Statements in order to test their understanding of service requirements. The Method Statements were assessed under the quality criteria, and those provided by the successful tenderer(s) will form part of the contract documentation against which their performance will be monitored.
- 6.8 The evaluation of the price was worth 50% of the overall score for all lots. For lots 1 – 4 this included evaluation of efficiencies offered on each year of the contract on a capitated budget. For lot 7 the bidders were evaluated on their total price over the 5 year contract duration and the number of hours coaching they would offer over the 5 years. The evaluation of the quality element for all lots was 50% of the overall score, and was awarded based on the responses to the Method Statements and interviews..
- 6.9 The scoring for quality was awarded on a scale of 0 – 10, with 0 being non-existent and 10 being perfect. The table below provides a description of each score:

Score	Level	Standard
0	Non-existent	Proposal absent
1	Inadequate	Proposal contains significant shortcomings and/or is inconsistent or in conflict with other proposals
2	Very poor	Proposal contains many shortcomings and/or is inconsistent or in conflict with other proposals
3	Poor	Proposal falls well short of achieving expected standard in a number of identifiable respects
4	Weak	Proposal falls just short of achieving expected standard in a number of identifiable respects
5	Barely adequate	Proposal just meets the required standards in nearly all major aspects, but is lacking or inconsistent in others
6	Adequate	Proposal meets the required standards in nearly all major aspects, but is lacking or inconsistent in others
7	Good	Proposal meets the required standard in all major material respects
8	Very good	Proposal meets the required standard in all major material respects and in a few of the minor requirements
9	Excellent	Proposal meets the required standards in all major material respects and nearly all of the minor requirements
10	Perfect	Proposal meets the required standards in all major material respects and all of the minor requirements

- 6.10 The evaluation panel consisted of representatives from:

- Adult Integrated Commissioning Team
- Adult Social Care

- Primary Care
- Unpaid Carers
- Healthwatch.

6.11 Synopsis of bids

Lot 1: The table below shows the scoring given to the providers for Lot 1. Tenderers 2 and Tenderer 3 did not meet the minimum scoring thresholds. Tenderer 2 did not meet the quality threshold for 3 questions, and Tenderer 3 did not meet the quality threshold for 2 questions.

The overall quality scores are on the table below – scores are out of a possible 50.

Name of Tenderer	Carepoint	Tenderer 2	Tenderer 3
Quality score met?	Yes	No	No
Quality score	40.90	Invalid tender	Invalid tender
Quality score ranking	1	N/A	N/A
Price score	44.00	N/A	N/A
Price ranking	1	N/A	N/A
Overall score	84.90	N/A	N/A

Care Point Services Ltd achieved the highest combined price and quality score for lot 1 and it is recommended that they are awarded the contract.

Lot 2: The table below shows the scoring given to the providers for Lot 2. Tenderers 2 and Tenderer 3 did not meet the minimum scoring thresholds. Tenderer 2 (did not meet the quality threshold for 2 questions, and Tenderer 3 did not meet the quality threshold for 1 question.

The overall quality scores are on the table below – scores are out of a possible 50.

Name of Tenderer	Eleanor Nursing and Social Care	Tenderer 2	Tenderer 3
Quality score met?	Yes	No	No
Quality score	41.10	Invalid tender	Invalid tender
Quality score ranking	1	N/A	N/A
Price score	47.00	N/A	N/A
Price ranking	1	N/A	N/A
Overall score	88.10	N/A	N/A

Eleanor Nursing and Social Care achieved the highest combined price and quality score for lot 2 and it is recommended that they are awarded the contract.

Lot 3: The table below shows the scoring given to the provider for Lot 3.

The overall quality scores are on the table below – scores are out of a possible 50.

Name of Tenderer	Westminster Homecare
Quality score met?	Yes
Quality score	39.80
Quality score ranking	1
Price score	45.50
Price ranking	1
Overall score	85.30

Westminster Homecare achieved the highest combined price and quality score for lot 3 and it is recommended that they are awarded the contract.

Lot 4: The table below shows the scoring given to the providers for Lot 4.

The overall quality scores are on the table below – scores are out of a possible 50.

Name of Tenderer	Tenderer 1	Nomase Care & Unique Personnel
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Quality score met?	Yes	Yes
Quality score	36.40	41.20
Quality score ranking	2	1
Price score	11.48	47
Price ranking	2	1
Overall score	47.38	88.20

Nomase Care & Unique Personnel achieved the highest combined price and quality score for lot 4 and it is recommended that they are awarded the contract.

Lot 7: The table below shows the scoring given to the providers for Lot 7. Tenderer 2 did not meet the minimum scoring threshold, not meeting the quality threshold for 1 question.

The overall quality scores are on the table below – scores are out of a possible 50.

Name of Tenderer	Bluefield Care Services	Tenderer 2
Quality score met?	Yes	No
Quality score	37.78	Invalid Tender
Quality score ranking	1	N/A
Price score	50	N/A
Price ranking	1	N/A
Overall score	87.78	N/A

Bluefield care Services achieved the highest combined price and quality score for lot 7 and it is recommended that they are awarded the contract.

For further details on the tender evaluation for each lot please see the corresponding part 2 report, section 6.

6.12 Form of Tender

For Lots 1, 2, 3 and 4 the Form of Tender was for efficiencies offered on the capitated budget

Successful Bidder Lot 1. For lot 1 Carepoint Services offered the most economically advantageous tender. and it is recommended that they are awarded the contract for Neighbourhood 1.

Successful Bidder Lot 2. For lot 2 Eleanor Nursing and Care offered the most economically advantageous tender and it is recommended that they are awarded the contract for Neighbourhood 2.

Successful Bidder Lot 3. For lot 3 Westminster Homecare offered the most economically advantageous tender. With overall high scores for price and quality and it is recommended that they are awarded the contract for Neighbourhood 3.

Successful Bidder Lot 4. Nomase Care & Unique Personnel offered the most economically advantageous tender. With overall high scores for price and quality and it is recommended that they are awarded the contract for Neighbourhood 4.

Successful Bidder Lot 7. For lot 7 Bluefield Care Services offered the most economically advantageous tender. With overall high scores for price and quality and it is recommended that they are awarded the contract for Solution-Focused Coaching: Specialist advice, support and training to support the effective management of individuals with advanced dementia including those presenting with behaviours that challenge

7. Financial implications

For Neighbourhoods 1 – 4, these contracts will operate on a 'capitated budget' model. This means that the annual contract value will be agreed at the start of each year on the basis of the number of hours of care provided for the previous year, multiplied by the agreed hourly Lewisham Fair Cost of Care. There is a mechanism to adjust the hours to

reflect changes in demographic growth in the relevant Neighbourhood, however the hourly rate paid will not be adjusted over the contract term. As part of the evaluation of price, each bidder submitted also annual efficiencies which will be applied to each relevant year when setting the agreed contract value.

Therefore, the Council is taking the risk of demographic changes over the contract period, and the contractor is taking price risk and the risk for the delivery of the efficiencies over the same period.

The hourly Lewisham Fair Cost of Care is £23.14.

For Neighbourhood 1, based on the current number of hours of care, the equivalent annual value would be £2,500,000.

For Neighbourhood 2, based on the current number of hours of care, the equivalent annual value would be £6,000,000.

For Neighbourhood 3, based on the current number of hours of care, the equivalent annual value would be £5,300,000.

For Neighbourhood 4, based on the current number of hours of care, the equivalent annual value would be £3,200,000.

Therefore, based on the current number of hours of care delivered, the total equivalent cost for Neighbourhoods 1 – 4 is £17,000,000 compared to the 2023/24 budget of £17,000,000 for this service.

Whilst the Council is taking demographic (demand led) growth risk, the contractor is taking all price risk, therefore it is assumed that over the five year contract period that any demographic/demand pressures will be mitigated in part by the efficiencies applied and then any remaining pressure funded via growth in budgets for inflation uplifts. In the event that the demographic pressures are such that this cannot be funded in full by the service then this will need to be reported and funding sought as part of the annual budget setting process.

For Lot 7 the annual contract value is £120,000 per annum, equating to £600,000 over 5 years, and £840,000 over 7 years if the option to extend is utilised. The current service budget is £600,000 and therefore this contract can be delivered within budget.

8. Legal implications

- 8.1 The Council's Constitution contains requirements about how to procure and manage contracts. These are in the Contract Procedure Rules (Constitution Part IV). Some of the requirements in those Rules are based on the Public Contracts Regulations 2015 ("Regulations") with which the Council must comply. The contracts that are the subject of this report fall under the Light Touch Regime under the Regulations, which relates to services such as health, social and related services. As such, while the requirements are less onerous than those for other contracts to which the Regulations apply, the obligations still require compliance with principles of equal treatment, transparency and non-discrimination.
- 8.2 The report proposes the establishment of 5 contracts, 4 are for the provision of a maximising wellbeing in the home service and one is for solution-focused coaching: specialist advice, support and training. All are for 5 years with the option to extend for up to a further 2 years. The potential value of each contract, including the extension, exceeds £500,000, which means that this is a Category A contract for the purposes of the Council's Contract Procedure Rules and one which is to be awarded by Mayor and Cabinet.
- 8.3 The contracts have been externally and openly advertised as required by the Regulations and the Council's Constitution. The report explains the evaluation approach and process applied to the bids and the reasons for recommending the successful bidders for approval. The Invitation to Tender set out that tenderers had to reach

specified scores. The process followed, including exclusion of tenderers who did not reach the minimum score, was in compliance with the advertised and required procedures.

9. Equalities implications

- 9.1 The recommendations made in this report relate to one specific group - adults who have been identified and assessed as being in need of services in order for them to maintain their independence and remain in their own home. Implementing these recommendations will not have an impact on individual client choice or on the manner in which support is delivered and the quality of that care.
- 9.2 The service specification includes a commitment to embedding the LondonADASS Big Promise within service delivery
https://www.youtube.com/watch?v=iZWclcGpwfY&list=PLio1_qJY3EazD4z2SCKGPqUPUhAfGOYUd and ensure the nine protected characteristics are embedded within service delivery
- 9.3 The COVID-19 pandemic has shone a spotlight on the health inequalities experienced by those from Black, Asian and Minority Ethnic communities. Embedding community voice and lived experience, particularly for those from Black, Asian and Minority Ethnic minority communities, into the procurement process of the Maximising Wellbeing at Home model will be a critical part of ensuring that any existing equalities are taken into account in developing the new service. The findings of the Birmingham and Lewisham African Caribbean Health Inequalities Review (BLACHIR) reported to the Lewisham Health and Wellbeing Board in March 2022 have also been considered within the procurement process for the service.

10. Climate change and environmental implications

- 10.1 The Council's environmental objectives will be addressed in the contract documentation and form part of criteria used at evaluation.

11. Crime and disorder implications

- 11.1 There are no specific crime and disorder implications arising from this piece of procurement. However, contract compliance measures around safeguarding, assertiveness and anti-bullying initiatives have been built into the service specification.

12 Health and wellbeing implications

- 12.1 It is expected that the new model of Maximising Wellbeing at Home in Lewisham will focus on increasing Service User's independence by giving them more choice and control in arrangements for their care and allowing Wellbeing Workers sufficient time to work with Service Users to enable them to regain skills and develop strategies that allow them to remain in their own home.
- 12.2 Maximising Wellbeing at Home provision will be an integral part of the Care at Home initiative. As Care Workers begin to work much more closely with Community Nurses, Primary Care and Therapists it is hoped that this will reduce demand on in-patient beds (avoid admissions) and also lead to less delayed discharges.

13. Social Value

- 13.1 The Council's Sustainable Procurement Code of Practice will be applied to this contract. This sets out various social, environmental and economic considerations to be applied. The purpose is to ensure that products and services are sourced and produced responsibly; to maximise resource and energy efficiency in the manufacturing and supply of goods and services in order to minimise environmental impacts; and to deliver

outstanding value for money over the entire lifetime of the contract.

Social Value formed 10% of the award criteria for each of the lots. The awarded tenderers made various social value commitments as part of their tender submissions. These commitments will form part of their contract and will be monitored to ensure delivery.

13.2 In addition, the service will ensure minimum pay rates in line with prevailing London Living Wage (LLW) or above where applicable.

13.3 All contracts will be fully compliant with the UNISON Ethical Care Charter

14. Background papers

Title of Document	Date	File Location	Contact Officer
Mayor & Cabinet (Contracts) Report: Award of Home Care Services (Lead Provider) Contract	9.12.15	Governance Support	Emma Aye-Kumi
Mayor & Cabinet (Contracts) Report: Provision of Homecare Services (Lead Provider) – Extension of Contract	6.12.17	Governance Support	Emma Aye-Kumi
Mayor & Cabinet (Contracts) Adoption of the Ethical Care Charter	20.9.18	Governance Support	Emma Aye-Kumi
Mayor & Cabinet: Report on Care at Home	21.11.18	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: Provision of Homecare Services (Lead Provider) – Extension of Contract	12.12.18	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: Provision of Homecare Services (Lead Provider) – Extension of Contract	30.10.19	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: Future Home Care Arrangements	11.03.2020	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: COVID related contract extensions	24.03.2021	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: Future Home Care Arrangements (New Model and Procurement Process)	09.03.2022	Governance Support	Emma Aye-Kumi
Executive Director Report: Permission to Invite Tenders to Second Procurement Stage, Maximising Wellbeing at Home services.	15.12.2022	Governance Support	Tristan Brice
Mayor & Cabinet Report: Permission to extend the current lead home care provider contracts until 31 August 2023	08.03.2023	Governance Support	Emma Aye-Kumi

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Agnew (Senior Solicitor) mia.agnew@lewisham.gov.uk (Ref: JW)

Appendix 1: full list of compliant tender documentation

Full list of compliant tender documentation:

- The Standard Selection Questionnaire (SSQ) (Lots 1, 2, 3 & 4).



FINAL - Lewisham
Wellbeing Service - :

- SSQ Selection Questions (Lots 1, 2, 3, & 4).



Lot 1 - SSQ
Selection Questions



Lot 2 - SSQ
Selection Questions



Lot 3 SSQ Selection
Questions.docx



Lot 4 SSQ Selection
Questions.docx

- The Standard Selection Questionnaire (SSQ) (Lot 7).



Lot 7 SSQ Advanced
dementia.docx

- SSQ Selection Questions (Lot 7).



Lot 7 SSQ Selection
Questions Advancec

- Method Statement Questions



FINAL - Lewisham
Wellbeing Service - I

Appendix 2: Full list of questions included in the SSQ

Please note that the SSQs across lots 1 to 4 of the Maximising Wellbeing at Home procurement were the same; the SSQs for lot 7 were different.

Lots 1-4:



Lot 1 - SSQ v2.docx



Lot 1 - SSQ
Selection Questions \

Lot 7:



Lot 7 SSQ Selection
Questions Advanced



Lot 7 SSQ Advanced
dementia.docx

