



Mayor and Cabinet

Older Adult Day Service and Lead Provider Responsibilities at the Calabash Centre

Date: 8 December 2021

Key decision: Yes

Class: Part 1

Ward(s) affected: Borough Wide

Contributors: Executive Director for Community Services

Outline and recommendations

This report sets out the process and outcome for procuring a day service for older adults at the Calabash Centre. It also includes the background and history to the decision to combine what were the Council's three commissioned day services for older adults into a single day service.

Mayor and Cabinet are recommended to:

- Agree the award of contract for the Older Adult Day Service and Lead Provider Responsibilities at the Calabash Centre to Hestia Care and Support for a contract period of three years with the option to extend for a further two years.

Timeline of engagement and decision-making

Approval to procure a provider for the delivery of building based day services for older adults at the Calabash Centre was given by Mayor and Cabinet on the 30th October 2019 (deferred from 10th October 2019).

The day service redesign for older adults was a significant change in service and so was subject to a formal consultation process between May and September 2019. The timeline for, and detail of, this consultation is set out in detail in the October 10th 2019 report, "Recommissioning of Building Based Day Services for Older Adults". In addition to formal consultation through the Council's website, there were also specific letters to, and meetings with, key stakeholders and stakeholder groups including the service users directly affected and their families. Stakeholders were also invited to address both Healthier Community Select Committees and Mayor and Cabinet meetings where the proposals were being presented and discussed.

Mayor and Cabinet agreed that the service specification should include the mitigations referenced in the 10th October 2019 report to ensure that the many areas of concern addressed in the consultation were addressed. The Covid19 Pandemic interrupted the procurement planned for March 2020 as all day centres were closed in line with government guidance around isolation of vulnerable adults. Also because the Council paused procurement activity so that it could support its emergency response programme.

The specification used in this procurement had, however, been completed pre pandemic which had allowed for the engagement set out in the Mayor and Cabinet decision. The chief Officer of the Pensioners Forum also participated in the interview of the recommended provider.

1. Summary

- This report recommends that Mayor and Caninet agree the award of contract for Older Adult Day Service and Lead Provider Responsibilities at the Calabash Centre to Hestia Care and Support. The contract would be awarded in January 22.
- Because of the closure of day services for older adults during the Covid 19 pandemic, and the lapsing of the existing day service contracts at Calabash, Cinnamon Court and Cedar Court, there is no existing service to transfer. There will therefore be a lead in period to establish the new service.
- Officers will work with Hestia Care and Support to taper the start up costs in quarter 4 of the 20/21 financial year to reflect this. Hestia have advised that they are open to this negotiation.

2. Recommendations

Mayor and Cabinet are recommended to:

Agree the award of contract for the Older Adult Day Service and Lead Provider Responsibilities at the Calabash Centre to Hestia Care and Support for a contract period of three years with the option to extend for a further two years at the total value for the five year period of £1,624,135.

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3. Policy Context

- The function of Adult Social Care is to ensure that vulnerable adults receive services appropriate to their needs within the framework of statutory duties and agreed policies. For adults, this is determined through the completion of an assessment in accordance with section 9 of the Care Act (2014) and associated guidance and regulations, followed by the application of the appropriate eligibility criteria and service decisions.
- The Care Act (2014) is the most substantial piece of Legislation relating to Adult Social Care to be implemented since 1948. It consolidated previous legislation, common law decisions and other good practice guidance. The Care Act places a wide emphasis on prevention, the provision of advice and information, changes to eligibility, funding reform and market shaping and commissioning. This final aspect of the Act also emphasises the use of personal budgets and direct payments to promote individualisation of provision, and requires the Council to promote appropriate service supply across the provider market and assure quality and diversity to support the welfare of adults in the community. It also requires the Council to engage with providers and local communities when redesigning service and planning for the future.
- There have been a number of government documents which set out the pathway of 'Personalisation' as a way of meeting needs so that eligible service users have both greater flexibility about the service they receive and greater control over how they are delivered (for example: 'Putting People First' (2007); 'Transforming Social Care' [LAC (DH) 2008]; 'Caring for Our Future: reforming care and support' (2012)). There is also emphasis upon the achievement of outcomes which the service user prefers/desires, rather than provision of service to a uniform pattern. The policy and guidance documents promote the provision of Direct Payments whereby eligible adults are given an assessed sum as cash to purchase their own service and the local authority's role, rather than being one of a direct provider of services, has become one more focused on market development and shaping to help provide opportunity, choice and options.
- The Council seeks to maximise the independence of older adults by enabling them to live in their own homes in their local communities wherever possible. This is reflected when allocating resources in adult social care by prioritising community care services for those with the most needs.
- Older Adults may have care and support needs which are eligible under the Care Act (2014) for Council funded care. A care assessment seeks to identify ways in which an individual can meet their needs and achieve their desired outcomes. This includes using:
 - Their personal resources, abilities, skills, knowledge, potential etc.
 - Their social network and its resources, abilities, skills, etc
 - Community Resources
- Outcomes which can be supported by day activities, direct payments and day services include but are not limited to:
 - Developing and maintaining family or other personal relationships
 - Managing and maintaining nutrition
 - Maintaining personal hygiene
 - Managing personal care needs

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- Socialisation
- Reducing loneliness
- The recommendations within this report also relate directly to the Council's Corporate Strategy 2018 – 2022 priorities:
 - Delivering and defending: health social care and support – Ensuring everyone receives the health, mental health, social care and support services they need.
 - Open Lewisham – Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us.

4. Background

- Mayor and Cabinet agreed on the 30th October 2019 that the three commissioned day services for older adults being delivered at the Calabash Centre in Lewisham (by Hestia Care and Support), Cedar Court in Grove Park (by Housing 21) and Cinnamon Court in Deptford (by Housing 21) should be recommissioned as a single service to be located at the Calabash Centre, Lewisham.
- This decision reflected the ongoing reduction over the previous 10 years in numbers of people with moderate levels of need eligible to attend commissioned day services. This in turn reflected the development of other community based offers and the widening of Personal Budgets and Direct Payments to support access to these other offers.
- The main impact of this decision was that there would no longer be a specific and separate day service for older adults from Black and Minority Ethnic (BAME) communities. Many representations were made to Mayor and Cabinet and to Healthier Communities Select Committee by Lewisham citizens and specific interest and stakeholder groups who were concerned about the loss of the service and the impact of not having what was considered as a safe space for elders from that community. Specific concern was also raised about the potential for racism in a shared service, both individual and institutional.
- These representations expressed concern that the Council had forgotten about the links between the Calabash Centre and the Council's historical support for the 'Windrush Generation' and the legacy for its children and descendants.
- To mitigate the concerns expressed, the Council emphasised its policy of zero tolerance of racism in all of its services. It agreed that there should be independent quality assurance of the new service which involved representatives of the BAME community. There would be an enhanced focus on care plans reflecting how individual culture and ethnicity would be acknowledged and supported. The Council clarified that the existing access to the Calabash Centre by the African Caribbean Active Elders Group and the Asian Elders Group would continue and be strengthened through a formal agreement.
- Additionally, there was recognition that more emphasis should be put on making fuller use of the building outside of the core day service hours. In particular, the provider of the new day service would be asked to have a focus on extending the use of the building for the benefit of the African Caribbean and other BAME populations.
- The procurement timetable originally envisaged a tender period of 6th January to 10th February 2020 with a service start date of 1st July 2020. However, the preparation of the procurement documentation so as to engage stakeholders in the preparation of the specification (including a Collaboration Agreement and a Lay Visitor Quality Assurance Protocol) delayed the publication of the tender. The

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procurement process itself was subsequently interrupted and halted by the 23rd March 2020 Pandemic Lock Down.

- During the lockdown period all three day services were closed in line with national policy for vulnerable adults to self isolate. This remained the case across the whole of 2020 and into 2021. During this period the day service contracts for all three day services lapsed. As part of the preparation for this current procurement, the attendance lists for people who had attended the affected day services were reviewed and people assessed. This exercise highlighted that over the course of the Covid Lockdown periods between March 20 and July 21, the overall list of people has reduced by one third, from 83 attendees to 56. It is probable that this reduction reflects the service closure and by default no new referrals for day service during Covid 19.
- The fabric and overall usability of the building has been significantly improved through a programme of capital works in the second half of 2021 which are now approaching completion. The works had also been delayed because of the Covid 19 pandemic and lockdown. Among other features, they have delivered: improved personal care areas including a fully accessible disability friendly personal care room; extending the ‘tea bar’ to be a small kitchen with full wheelchair access; developing an additional two new small activity rooms; a complete new roof and insulation to the building; and a new level garden area.

5. Tender Evaluation

- The specification and associated documents for the Older Adult Day Service and Lead Provider Responsibilities at the Calabash Centre was tendered through an open e-procurement process carried out using the London Tenders Portal.
- The tender period ran from the 16th August till the 24th September 2021, with interviews of shortlisted providers scheduled for 13th October 2021.
- The following criteria were assessed during the tender evaluation process:

Financial detail including price	50%
Service Outcomes and Delivery	8%
Project and Change Management	8%
Experience and Capability	5%
Contract Management and Performance Monitoring	5%
Staff Resourcing	5%
Equality Diversity & Inclusion	4%
Social Value	5%
Climate Change	0%
GDPR & Data Handling	0%
Presentation & Interview	10%
- The full detail of Quality Method Statements for the above are shown in **Appendix 1**. In line with the finance and activity proposals set out in the 10th October 2019 Mayor and Cabinet report, the Council set a commissioner’s price as both a daily rate per day of day care and also an annual price for the delivery of 30 places a day.
- A quality threshold of 7 out of 10 (Good) was set by the Evaluation Team as the required minimum score for ‘Service Outcomes and Delivery’, ‘Project and Change

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Management', and 'Experience and Capability' for the written tender. Organisations not achieving this score were deemed not to have the experience or capacity to deliver to the standard required. For all other criteria the quality threshold was set at 5 out of 10 (Barely Adequate).

- The service specifications are 'outcome based'. Tenderers were asked to submit a description of their proposals to deliver these outcomes in the form of Method Statements. These were used to test tenderers' understanding of service requirements and approach.
- Two organisations tendered for this service. Only one of the submissions was compliant with the requirements of the tender. Therefore, only one of the two organisations were invited to interview. The interview panel consisted of two officers from the Joint Commissioning Team and the Manager of the Lewisham Pensioners' Forum.
- The interview allowed for a more in depth dialogue of two particular areas of importance: testing competence in delivering the day service to a mixed community of clients while being sensitive to the concerns of Black and Minority Ethnic communities; and testing ability to extend the use of the building to other groups. The full detail of the presentations made by the shortlisted provider can be found at **Appendix 2**.
- The total scores for the quality and finance submissions are shown at **Appendix 3**.

Synopsis of Bids

- **Hestia Care & Support** – This was a proficient submission and the provider scored very strongly in the areas of 'Service Outcomes and Delivery' and 'Staff Resourcing'. Their submission evidenced their awareness of the Council's agenda for bringing services together and understanding of the importance of the building to the BAME community. They evidenced commitment to opening the building up to a range of community groups. The organisation's Black Lives Matter corporate review currently underway also signposted the potential to strengthen this area of work in the future. Their Social Value statement included opportunities for work experience, volunteering and digital inclusion in addition to other considerations.

Hestia's financial submission was £22,573 per annum below the commissioner's price. While not specifically requested in the pricing schedule, at interview Hestia agreed that they would be open to scheduling the start up cost/ mobilisation period of the contract in recognition of the service closure and the impact of the pandemic on people's confidence to return to organised activities.

- **Medical Staff Agency** – This submission was poor. The provider seemed not to understand the nature of the service specification. They did not meet the minimum threshold on any of the method statements. Key areas were missing from the submission in particular the area of 'Experience and Capability'. The submission was therefore considered to be non compliant.

While not affecting the overall procurement scoring, this provider's financial submission came in £5,250 above the commissioner's price.

6. Financial implications

- This report recommends the award of the Older Adult Day Service and Lead Provider Responsibilities at the Calabash Centre to Hestia Care and Support.
- This contract represents the rationalisation of three different day services into a single service as agreed by Mayor and Cabinet on the 30th of October 2019. The overall financial impact of that original proposal was a budget reduction of

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approximately £139,000 per annum.

- The agreement was that the service should be reprocurd for 30 clients a day for 50 weeks of the year at the Calabash Centre. The daily rate for this as set out in the pricing schedule of the procurement documentation was £46.32 per client per day, a total annual contract price of £347,400 per annum at 21/22 prices.
- Hestia Care and Support have submitted their tender at a daily rate of around £43.31 per client day, £324,827 per annum, a further cost reduction of £22,573 per annum.
- As set out in the table below, the total cost of service across 3 years is £974,481, and across 5 years is £1,624,135. There is sufficient budget provision to cover the cost of the contract. This cumulative cost does not allow for any uplifts as may be required from time to time by legislation, or as agreed by the Council, as set out in the contract.

Year	Daily Rate £	N(Clients)	N(days)/ week	Weekly total £	N(Weeks)	Annual Total
1	1,299.31	30	5	£6,496.54	50	£324,827
2	1,299.31	30	5	£6,496.54	50	£324,827
3	1,299.31	30	5	£6,496.54	50	£324,827
yrs 1-3 (sub total)						(£974,481)
4	1,299.31	30	5	£6,496.54	50	£324,827
5	1,299.31	30	5	£6,496.54	50	£324,827
Yrs 1-5 total						(£1,624,135)

- The service specification allows for the contract to be recalibrated to 25 places a day if required. This provision was included to reflect and allow for the pre pandemic historical trend of reduction in take up of building based day service places.
- Should Mayor and Cabinet agree the recommendation, the contract will start in Q4 of 21/22 with a potential in year spend of £81,206, 25% of the annual total cost. However, officers intend, and Hestia have signposted agreement, to have further discussions regarding profiling Q4 as a mobilisation/ start up period given that all existing contracts have lapsed. This would potentially reduce the cost for the first quarter of the contract, and would reflect a reduction in the cost of direct care staff during the recruitment period.
- As the existing day service contracts have lapsed during the Covid 19 period, there are no TUPE implications as there are no transferring staff.
- This contract requires payment of the London Living Wage to all staff associated with it. The annual cost allows for this for all seven whole time equivalent staff set out as required to deliver the day service.
- The contract price reflects consideration of the wide range of running costs associated with running the day service, the general buildings costs and the

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reduced cost of using the building by the Active Elders Groups. The cost of use and access to the building will be agreed by the Council, Hestia and the group looking to hire the building to cover additional costs in line with the nature of the request being made and the Community Interest of the group and the activity.

7. Legal implications

- The report seeks to award a contract to Hestia Care & Support for the delivery of building based day services to older adults. It is requested that this contract be awarded for three years plus a potential two years.
- 7.2 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 procurement Regulations (PCR 2015) with which the Council must comply. This contract falls under the Light Touch Regime under PCR 2015, 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 PCR 2015 applies, the obligations still require compliance with principles of equal treatment, transparency and non-discrimination.
- 7.3 The report proposes the award of a contract that exceeds £500,000, which means that it is classed as Category A contracts for the purposes of the Council's Contract Procedure Rules and is to be awarded by Mayor and Cabinet.
- 7.4 This contract has been externally and openly advertised as required by PCR 2015 and the Council's Constitution. If the proposal to award the contract is approved, an award notice must be published on Contracts Finder in the prescribed form.
- 7.5 Procedures for tendering are to be determined by contracting authorities in accordance with PCR 2015 (regulation 76). These require procedures to be transparent and ensure equal treatment of suppliers. Time limits must also be reasonable and proportionate.
- 7.6 The report explains the evaluation approach and process applied to the bid and the reasons for recommending the successful bid for approval. The Invitation to Tender set out that bidders who failed to achieve a minimum score for certain Method Statements would be rejected and not considered further.
- 7.7 The decision to award the contract is a key decision and therefore needs to be included in the key decision plan.
- 7.8 The Council has a public sector equality duty (under the Equality Act 2010 (the Act)). It covers nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.9 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 7.10 The duty is a "have regard duty", and the weight to be attached to it is a matter for the decision maker, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

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- 7.11 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>.
- 7.12 The Equality and Human Rights Commission (EHRC) has issued guides for public authorities in England giving advice on the equality duty. The ‘Essential’ guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

8. Equalities implications

- The Council has a public sector equality duty covering nine protected characteristics. This contract concerns people with the protected characteristics of Disability, Age and Race. An Equalities Assessment Analysis was undertaken as part of the report recommending the service redesign and procurement to Mayor and Cabinet in October 2019. As a result of this, and the formal consultation that was undertaken because of the nature of the decision itself, a number of considerations have been amalgamated into the service specification and other procurement documentation in mitigation of the concerns raised regarding the loss of a BAME specific day service in the borough.
- Implementing these mitigations through the process of both formal contract monitoring and ‘informal’ quality monitoring. The engagement of stakeholder representatives as ‘lay visitors’ in the quality assurance of the service will ensure that there is an independent view of the service being delivered. This will protect the interests of older adults generally, and adults from Lewisham’s BAME communities specifically. Therefore, implementing the recommendations will not compromise the quality of support delivered to those affected.
- In addition to its usual requirement to comply with the Equality Act (2010) to not allow unlawful discrimination, the Council has also through the decision making process associated with the decision to redesign day services, reinforced its zero tolerance of racism in any service commissioned by it.

9. Climate change and environmental implications

- There are no specific environmental or climate implications arising from this procurement process. However, providers were asked in their method statements to report on their carbon emissions as an organisation and to put forward measures that can be taken to improve energy efficiency in the delivery of this service.

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10. Crime and disorder implications

- There are no specific crime and disorder implications arising from this piece of procurement. However, contract compliance measures around safeguarding and anti discriminatory practice are built into the service specification.

11. Health and wellbeing implications

- Day services are one vehicle for addressing mental wellbeing. Loneliness and isolation is a well recognised feature of growing older. This service will assist older adults to spend time with others through a range of activities of choice and appropriate to life experience, interest and culture.
- This award of contract will support people who have been even more isolated than in usual times because of the Covid 19 pandemic and will support them in growing confidence to reengage with organised activities.
- The design and delivery of the service will support people to be physically more active through sessions such as seated exercise, and will support nutrition and hydration through the availability of healthy meals and regular drinks. It will support people to remain intellectually active through reminiscence groups, mind 'gyms' and similar activities.
- The service will support families who have family members living at home with them, by offering a period of respite, which is also possibly also more important currently as more people work at home because of Covid19 measures.

12. Social Value Implications

- The Public Services (Social Value) Act 2012 came into force on 31st January 2013. It is now a legal obligation in certain circumstances for local authorities and other public bodies to consider the social good that could come from the procurement of services before they embark upon it.
- Social Value is defined as the additional economic, social and environmental benefits that can be created when Lewisham Council purchases services outside of the organisation.
- Lewisham aims to agree social value through commissioning and procurement activities through four objectives:
 - Employment, skills and economy
 - Creating a greener Lewisham
 - Training Lewisham's future
 - Making Lewisham Healthier
- This procurement required providers to detail how they would ensure social value across three of these objectives (excluding creating a greener Lewisham) and provide the Council with targets to meet these objectives.
- The winning provider's submission details what social value it will seek to deliver to the Council through this contract and how it will evidence its delivery. Progress against the submission will be monitored in line with the Council's Social Value Policy (2019), and is built into the formal contract management and monitoring processes.
- The Council has a stated commitment in its Corporate Strategy (2018-2022) to fair pay as a Living Wage employer and to increasing the number of Living Wage

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employers in Lewisham. This contract requires that staff are paid at the London Living Wage as a minimum. This will also be monitored through the Council's contract management and monitoring processes.

13. Background papers

- The table below sets out the main papers presented to Mayor and Cabinet regarding this proposal.
- If you have any queries regarding the content of these reports please contact Heather Hughes on 020 8314 3511

Title	Date	File Location	Contact Officer
Recommissioning Culturally Specific Day Services for Older Adults	12th February 2014	Link	Heather Hughes
Remodelling Lewisham Council's Day Service Offer and Associated Transport Including Evening Club Provision	11th February 2015	Link	Heather Hughes
Recommissioning of Building Based Day Services for Older Adults	10th May 2019 (HCSC)	Link	Heather Hughes
Recommissioning of Building Based Day Services for Older Adults	5th June 2019	Link	Heather Hughes
Recommissioning of Building Based Day Services for Older Adults	10th October 2019	Link	Heather Hughes
Recommissioning of Building Based Day Services for Older Adults	30th October 2019 Decision	Link	Heather Hughes

14. Glossary

- NA

15. Report author(s) and contact

- Heather Hughes, Joint Commissioning Lead, Complex Care & Learning Disability.
Email: Heather.hughes@lewisham.gov.uk Phone: 020 8314 3511
- Comments for and on behalf of the Executive Director for Corporate Resources -

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Abdul Kayoum, Strategic Finance Business Partner (Community Services)

Email: abdul.kayoum@lewisham.gov.uk

- Comments for and on behalf of the Director of Law, Governance and HR – Sohagi Patel, Commercial Education and Employment Lawyer

Email: sohagi.patel@lewisham.gov.uk

16. Appendices

- Please attach appendices as separate documents and list them below.
- **Appendix 1 – Quality Method Statements**
- **Appendix 2 – Detail of Interview Presentations**
- **Appendix 3 – Quality and Financial Scores**

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Appendix 1
Quality Method Statements

Main Criteria (and Weighting)	Sub-criteria Weighting	Sub-criteria	Evidence	Method Statement
Service Outcomes and Delivery (8%)	8%	Please provide a clear and detailed proposal explaining how you will deliver the Older Adult Day Service and the Lead Provider service as set out in the service specification. In addition to any other statements, your response must include how you will: Ensure the day service activities programme takes into account the various levels of need, abilities and cultures for older adults to meet the specified outcomes. Work with key organisations across Lewisham and manage the relationship with others using the building for their own activities whilst growing the use of the building by others.		MS1*
Project and Change Management (8%)	8%	Please outline a detailed and clear process for ensuring that management and frontline staff will be in place for the start-up of this service by June 2022. Please include a detailed Project Plan for the service and ensure that your response sets out: Staff Recruitment and/or deployment of the service as a 'start up'; Familiarisation with the clients and their needs remotely; Familiarisation with other partners using the centre; Involvement in the detailed final design and building handover; Organisational structure including governance arrangements; Risk Management; Any additional actions as you think appropriate.	✓	MS2*
Experience and Capability (5%)	5%	Providing a case study to support your answer, please evidence how you have managed day services for older adults previously, highlighting some of the ways in which you have ensured that services have been high quality and how you have managed continuous improvement in their delivery. Please ensure that your answer gives consideration to the management of quality alerts and your response to potential or actual safeguarding issues.	✓	MS3*
Contract Management and Performance Monitoring (5%)	5%	Please clearly describe how you will ensure the workbook, daily records and lead provider responsibilities are provided to the council in a timely manner. Please also describe the systems and structures that you will use to deliver high quality services day-to-day.		MS4

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Staff Resourcing (5%)	5%	Please clearly describe how the service will be resourced to ensure the fulfilment of staffing requirements set out in sections 2, 3 and 17 of the service specification. Please include within your response: How you will ensure that your staff and volunteers have appropriate levels of training, knowledge and experience to meet the needs of older adults from various cultures. General recruitment and retention policies, procedures and measures. Decision making around 'staff: service user' ratio.	✓	MS5
Equal, Diversity and Inclusion (4%)	4%	Please explain how you will encourage other community groups to participate in the delivery of the service and the extended use of the building. Your answer should outline how you will ensure that your organisation actively considers equality, diversity and inclusion in line with the public concerns highlighted in the Committee reports embedded in the specification.		MS6
Social Value (5%)	5%	Please complete the 'Target' column in Table 1 and then provide a detailed explanation in the box below as to how you propose to deliver Social Value as part of this contract and how you will meet the proposed Social Value targets over the life of the contract. A) Employment, Skills and Economy (3%) C) Healthier Lewisham (1%) D) Training Lewisham's Future (1%)		MS7
Climate Change (For information only)	N/A	Bidders are required to report on their corporate carbon emissions as an organisation using an accredited method; Please disclose what those emissions are. Please identify what actions or modifications they have included (if any) in relation to the goods or services tenderers are proposing that will reduce carbon intensity.		MS8
GDPR and Data Handling (For Information only)	N/A	Please provide a clear description of how you will store and manage data in relation to the proposed services – and how you will comply with GDPR regulations.		MS9
Interview (10%)	10%	The interview will offer opportunity for the potential provider to demonstrate to the Council and its service users, carers and key stakeholders the detail of how it will deliver the requirements for BAME and wider community inclusivity in care planning and community involvement. In particular the interview will 'deep dive' into the areas of Service Outcomes and Delivery and Equal, Diversity and Inclusion		N/A

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Appendix 2

Detail of the Interview Presentations

Presentation 1 (10 Minutes) – Issues directly pertaining to the Older Adult Day Service which particularly considers:

- (a) Issues relating to bringing 3 different day services together
- (b) and the impact of no longer having a BAME specific day service offer for people from those communities
- (c) What consideration you will give to how to manage the service for all of those cohorts and their families
- (d) How you will manage the restart of what is effectively a new service in the aftermath of Covid-19

Presentation 2 (10 Minutes) – The Council has spent £500K capital on improving the Calabash Centre. Set out how what kinds of services might now be able to use the building outside of core day service hours, how you might facilitate that, and what you think might arise as issues for your organisation.

Is this report easy to understand?

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Appendix 3

Summary of Finance and Quality Score

Tenderer	Quality Score	Financial Score	Total Score	Rank
Hestia Housing and Support	34.5	50	84.5	1
Medical Staff Agency	Invalid Tender			

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