

NAME OF MEETING Adult Commissioning Committee

DATE OF MEETING 08th September 2021

AGENDA ITEM NO 4: AGE WELL SPECIFICATION

Item for: Decision and Information

Report of:	Integrated Commissioning and Public Health	
Date of Paper:	27 th August 2021	
In case of query, please contact:	<p>Jessica Ta'ati Integrated Commissioning Manager Jessica.taati@salford.gov.uk</p> <p>Sam Mansfield Public Health Commissioning Manager Samantha.mansfield@salford.gov.uk</p>	
Strategic Priorities: (Please tick as appropriate)	Quality, Safety, Innovation and Research	<input checked="" type="checkbox"/>
	Adult Services	<input checked="" type="checkbox"/>
	Children's and Maternity Services	<input type="checkbox"/>
	All Age Mental Health	<input type="checkbox"/>
	Primary Care	<input type="checkbox"/>
	Enabling Transformation	<input type="checkbox"/>
Mayoral Priorities: (Please tick as appropriate)	Tackling poverty and inequality	<input type="checkbox"/>
	Reducing Health Inequalities	<input checked="" type="checkbox"/>
	Skills and Education (A Learning City)	<input checked="" type="checkbox"/>
	Affordable Housing	<input type="checkbox"/>
	Transport and Digital Connectivity	<input checked="" type="checkbox"/>
	Tackling the Climate Change Emergency	<input type="checkbox"/>
	Vibrant Place and Spaces	<input checked="" type="checkbox"/>
Creating an Economy for All	<input type="checkbox"/>	

Purpose of Paper:

- Provide an overview of the Age Well model for approval
- Provide the Age Well specifications for review, comment and approval
- Provide the finances associated with the Age Well commission for approval
- Provide confirmation on the approval of a six-month extension, for the relevant contracts in scope and the costs associated
- Confirmation on Lead Member approval to novate the relevant contracts in scope from Salford CCG to Salford Council.

Further information

How will this benefit the health and wellbeing of Salford residents, or the CCG or City Council?	It will provide a tiered, structured service model for older people which will give people the right health and wellbeing support at the right time.
How does this paper address health inequalities and promote inclusion?	Community Impact Assessment (CIA) for the tender process to be completed before 1 st October 2021
What risks may arise as a result of this paper and how will they be mitigated?	N/A – the request is to be considered a low risk
Does this address any existing high risks facing the organisation and how does it reduce them?	N/A
Are there any possible conflicts of interest associated with this paper?	N/A
Will any current services or roles be affected by issues within this paper and what are they?	All existing provision will end in advance of new services commencing. All existing providers have been informed of the commissioning intentions. Roles within the existing service may be affected.

Note: Where appropriate, please ensure detail is provided.

Document Development

Has there been Public Engagement?	Engagement with service users has taken place as part of the wider service review.
Has there been Clinical Engagement?	N/A
Has the impact on Salford socially, economically and environmentally been considered?	Yes, particularly in the context of COVID-19 recovery and on maximising the potential for older people to contribute to these factors through the commission.
Has there been an analysis of any impacts on equality?	Community Impact Assessment (CIA) for the tender process to be completed before 1 st October 2021
Has legal advice been obtained?	Yes
Has this been to any groups or committees for engagement, comments, or approval?	<p>The specifications have been to Adults Advisory Board</p> <p>Finances have been discussed at Service and Finance Group</p> <p>Detail on the model, novation and finances has been presented at Decision Management Group.</p> <p>Detail on the model, novation and finances has been shared with the Corporate Management Team.</p> <p>Detail on the model and the novation has been discussed at Lead Member Briefing</p>

Note: Where relevant, please provide detail and ensure that it is clear how and when particular stakeholders were involved in this work, that there is clarity of what the key message/decision was, and whether amendments were requested about any part of the work.

Age Well Commission

1. EXECUTIVE SUMMARY

There are a number of services that are commissioned between Salford City Council (SCC) and Salford Clinical Commissioning Group (CCG) to support older adults residing across the city.

Due to the nature of these contract being similar and the need for future provision to mirror the existing visions for older adults across Salford, Integrated Commissioning and Public Health will undertake a joint tendering exercise to establish an Age Well offer for the city. This new model will commence from 1st October 2022.

This paper will provide an overview of the new model to be commissioned including the expected demand associated and the financial impact.

2. BACKGROUND

- 2.1. There are five contracts in scope, which are currently delivering provision across Salford for older adults; they are as follows:

Age UK Salford

1. Hospital Aftercare
2. Social Rehabilitation
3. Dementia Support

Inspiring Communities Together, Salford CVS, Age UK Salford

1. Community Assets (Age Friendly Salford)
2. Tech & Tea (Age Friendly Salford)

Public Health and Integrated Commissioning have concluded a review of existing provision. The findings of this review have been used to reshape the offer for the older population in Salford.

With the nature and focus of the above contracts being similar, Salford's Public Health Team and the Integrated Commissioning team will jointly undertake a procurement exercise to commission an Age Well service offer to commence in 2022. The proposed contract will be awarded for a duration of five years.

3. MODEL

- 3.1 The Age Well service will be firmly embedded in the communities and neighbourhoods of Salford; around the places where older people live their lives. The service will be democratic and cooperative, enabling productive stakeholder involvement in both delivery and operation. It will provide additionality to those key system structures in neighbourhoods including primary care, social care, health improvement, community physical and mental health and the VCSE/independent sector. It will have a strong focus on addressing inequalities; driving quality and innovation.

The tender will be separated into two lots:

Lot 1. Population wide provision for older adults in Salford

Lot 2. Prevention and Early Intervention for older adults in Salford

The detail supplied in the specification for Lot 1 will deliver universal provision, with some aspects edging into the provision as outlined in the Prevention and Early Intervention service specification.

The detail supplied in the Prevention and Early Intervention service specification will deliver work to prevent, reduce, delay support for older adults and carers that may be supplied under the Care Act 2014, supporting and promoting independence and wellbeing.

The proposed service model has been informed by World Health Organisation (WHO) Age Friendly Cities: A guide and Age Friendly Salford 2019 both of which directly link to Salford's Great Eight priorities

- 3.2 The contract held with the winning provider(s) will include detail on the employment standards as set out in the Market Shaping Strategy including a requirement for providers to meet the Real Living Wage for the staff they employ.
- 3.3 Work has begun with Salford City Council Procurement to gather the options associated with the tendering methods best suited to the older population within Salford and the provider market. A tender with lots is being proposed.

4. SERVICE SPECIFICATIONS

- 4.1 Salford has been using the World Health Organisation (WHO) Age Friendly Model from 2014; with commitment from the City Mayor to create an older people-led plan for change, considering all the different aspects that affect our lives with age friendly places - our streets, neighbourhoods and communities.

In Salford, WHO's model has brought together some ideas and projects which were important to older people's health and wellbeing.

Alongside existing models and extensive work undertaken across Salford in more recent years to understand future need, Salford will adopt a shared overall concept for this service:

'providing local people with more opportunities to connect and stay well within their communities and join the wider community of Salford'

The visions as set out in Age Friendly Salford 2019 are as follows:

Vision 1

Older people are able to feel safe and travel to places which help keep them healthy and engaged

Vision 2

Older people are able to find information and services to keep them healthy and engaged in activities

Vision 3

Older people feel respected and included in neighborhood activities to keep them healthy and engaged

Vision 4

Older people are able to find opportunities for paid and unpaid work as well as ensure their voice is heard to keep them healthy and engaged

4.2 **Lot 1 – Population Health**

This specification will provide a service offer which supports older people to live healthy and active lives. The service offer will reduce the risk of poor health and delay the onset, progression and impact of disease and disability.

Vision 1

The service will be a strong influencer across public, private and voluntary & community sector provision that impacts older people. As a system influencer, the service will lobby and advocate on behalf of older people in Salford, ensuring their voice is represented and heard in key decision making forums. This includes influencing strategic planning on the social determinants of health, including housing, transport, the environment, and where appropriate, employment.

Vision 2

The service will provide a universal offer to all older people who live in Salford. The service will play a key role in joining services together around the needs of the older person and will, where needed, advocate on behalf of older people.

The service will assist people to regain or maintain optimum quality of life following a life changing experience such as bereavement, a fall or after a decline in health by offering direct support or signposting to a more appropriate agency or organisation.

The service will work with the voluntary, community and social enterprise sector to identify gaps in the offer at neighbourhood level.

The service will provide infrastructure support to develop volunteer led, community groups that meet the needs of the local community.

The service will upskill the wider workforce on factors that affect older people and encourage all to be allies and challenge stereotypes.

Vision 3

The service will work across the 8 Local Authority identified neighbourhoods of Salford to provide universal support for older people. The service offer will include the following, as a minimum;

- An offer to increase access to, and enhance the digital skills of, older people
- A service to combat loneliness and reduce social isolation
- Raise the importance of nutrition and hydration in later life
- Dementia awareness
- Support the Ageing in Place agenda
- Work with local businesses to increase age friendly practices

The service will work with individuals to provide a social participation offer, allowing the opportunity to promote a healthy lifestyle that positively impacts the individuals physical, mental and emotional health.

Vision 4

The service will recruit and manage a pool of volunteers across a broad age range and covering a diverse range of roles.

The service will support people to be in good quality, fulfilling work, for as long as possible, is important for their financial security in later life

4.3 Lot 2 – Early Intervention

The service will take a collaborative approach to working with multi agency partners, ensuring a whole system approach is taken, to get the best outcomes for older people and carers. A one stop service will be developed for Salford's older population that follows national guidance and best practice, whilst meeting the specific and unique needs of individuals and their caring networks.

This lot will support the last three visions as set out in Age Friendly Salford 2019.

Vision 2

Community Health and Support Services

The service will be firmly based in the community and be part of an integrated service model and will receive support from professionals within primary care, social care and community physical and mental health services.

The service will work with primary care and community health services to ensure that individual's needs are met in the community, reducing unplanned access to hospital services.

The service will work with social care partners to maximise independence and wellbeing amongst older people, reducing the reliance on more costly regulated personal care services through a Community-Led Support model.

The service will provide support, information and advice on the transition into residential care or care homes.

The service will assist people to regain or maintain optimum quality of life following a life changing experience such as bereavement, a fall or after a decline in health

The service will offer loss and/or bereavement support or signposting to an alternative agency or organisation where appropriate.

Support for Older People Returning Home from Hospital

The service will provide support and advice to older people as they are returning home from hospital, it will work alongside other community based services to ensure there is a holistic response as people return home. The service will also support the drive to reduce readmission rates by providing the appropriate support in the community.

One Stop Shop for Older Adults

The service will be the first stop for all older adults providing a strengths-based assessment to establish the support requirement of the individual. Onward referrals may be required to Adult Social Care should care needs, outside the scope of this service, be identified.

Support for Carers

Salford has an existing carers contract with Gaddum, the service will be expected to enhance the support for carers of older people, living in Salford, by adding value to the current arrangements in place with Gaddum.

Increased Support for People at Home

The service will provide a short-term support (not including regulated personal care) pending the full establishment and commencement of a social care package, to facilitate discharge from hospital, if it is appropriate to do so.

Vision 3

Respect and Social Inclusion

The service will support to facilitate social relationships enabling older people to come together with other people of all ages in their community.

Social Participation

The service will work with individuals to provide a social participation offer with range, allowing the opportunity to promote a healthy lifestyle that positively impacts the individuals physical, mental and emotional health.

Clear Pathways to Support People with Low Level Needs

The service will create a clear pathway for individuals utilising the service by providing one access point for support

Pop-up Community Hubs

The service will work across all community and neighbourhoods of Salford to provide a peer and personalised support for older people.

To provide outcome focussed and needs-led community outreach services to meet the requirements of older people who have a social care need as identified through a strengths-based assessment undertaken by the service.

Vision 4

Civic Participation and Employment

The service will work with local employers and individuals supporting older adults to be in good quality, fulfilling work, for as long as possible to maintain financial security in later life.

5. DATA ASSUMPTIONS

- 5.1 Based on existing provision, the minimum annual indicative numbers expected into the new Age Well service from the 1st October 2022 will be:

Public Health Data 2019/20 (Lot 1)

Service Name	Minimum number of new people accessing the service (per annum)
Loneliness and isolation	300
Digital skills	500
Health and wellbeing	500

Nutrition and hydration	100 (staff and volunteers)
Volunteers recruited	40
Total	1,440

Age UK Data 2018/19 (Lot 2)

Service Name	Number of new referrals	Number of repeat referrals or number carried over	Total
Hospital Aftercare	2773	N/A	2773
Social Rehabilitation	117	102	219
Dementia Support	113	261	374
Total	3,003	363	3,366

6. EXTENSION

- 6.1 Integrated Commissioning and Public Health have requested a six-month extension on each contract referred to in section 2.1 of this paper. Each contract has been running for a number of years with the option to extend being exercised bringing the end date of each contract to 31st March 2022. With a further six month extension, the end date of each contract referred to in section 2.1 will be 30th September 2022 allowing the new Age Well service contracts to commence on 1st October 2022.

The main factor resulting in the request to extend the relevant contracts by a further six months is in relation to the COVID-19 pandemic and the knock-on effect the additional waves and the priorities associated with the vaccination programme has had on the capacity to finalise work relating to the development of the new service model thus delaying the procurement timeline.

The changing response to COVID-19 does need to be considered. The Cabinet Office has released '[Procurement Policy Note 01/20: Responding to COVID-19](#)', it sets out guidance on the public procurement regulations and responding to the current COVID-19 outbreak. This covers extending or modifying a contract during its term (regulation 72(1)).

The request to extend was approved at Service and Finance on the 3rd August 2021.

The new procurement timeline is as follows:

Project	Age Well Service			
Document	Procurement Timetable - Open Procedure			
Date	06/07/2021			
Stage	Start Date(s)/time	End Date(s)/time	Days	Lead
SLT/LM/CCG Reporting/Approvals	Tuesday 06 July 2021	Wednesday 18 August 2021	43	Procurement
Novation of Contracts	Tuesday 06 July 2021	Wednesday 18 August 2021	43	
Forward Plan/Forward Look	Monday 19 July 2021	Wednesday 18 August 2021	30	Procurement
PB	Wednesday 18 August 2021	Wednesday 01 September 2021	14	Procurement
Provider Event	Wednesday 01 September 2021	Tuesday 30 November 2021	90	Procurement
Tender Prep	Tuesday 06 July 2021	Wednesday 01 December 2021	148	Procurement
Issue of Invitation to Tender	Wednesday 01 December 2021	Thursday 02 December 2021	1	Procurement
Submission of Tenders	Thursday 02 December 2021	Tuesday 11 January 2022	40	Procurement
Evaluation of Tenders Stage 1 (PQQ)	Tuesday 11 January 2022	Tuesday 18 January 2022	7	Technical Lead and procurement
Evaluation of Tenders Stage 2 (ITT)	Tuesday 18 January 2022	Tuesday 01 February 2022	14	Technical Lead and procurement
Evaluation of Tenders Stage 3 (Presentation)	Tuesday 01 February 2022	Tuesday 15 February 2022	14	Technical Lead and procurement
Evaluation of Tenders Stage 4 (Social Value)	Tuesday 15 February 2022	Tuesday 01 March 2022	14	Technical Lead and procurement
Report drafting	Tuesday 01 March 2022	Tuesday 15 March 2022	14	Commissioning
Approvals (SLT/LM/CCG)	Tuesday 15 March 2022	Wednesday 06 April 2022	22	Technical lead and procurement
PB	Wednesday 06 April 2022	Wednesday 20 April 2022	14	
Notification of result of evaluation and alcatel starts/ends	Wednesday 20 April 2022	Tuesday 03 May 2022	13	Commission
Expected date of award of Contract	Tuesday 03 May 2022	Wednesday 04 May 2022	1	Procurement
TUPE/Staff Consultation/Implementation/Transition/Registration.	Wednesday 04 May 2022	Tuesday 02 August 2022	90	Provider
Contract Commencement	Tuesday 02 August 2022	Saturday 01 October 2022	60	Technical Lead and procurement

The cost associated with a six month extension, from 1st April 2022 to 30th September 2022 will be as follows:

Existing Contracts	Provider	Commissioner	Contract Amount per Year
INTEGRATED COMMISSIONING			
Hospital Aftercare	Age UK Salford	CCG	£140,684.50
Dementia Support	Age UK Salford	CCG	£107,914.50
Social Rehabilitation	Age UK Salford	CCG	£30,626.50

PUBLIC HEALTH			
Community Assets (Age Friendly Salford):			
Ambition for Ageing	Salford CVS subcontract to Age UK Salford	CCG	£97,500.00
Volunteer Development Workers	Salford CVS		
Programme Management	Salford CVS subcontract to Inspiring Communities Together		
Digital Offer (Tech and Tea)	Third Sector Consortium subcontract to Inspiring Communities Together	SCC	£72,500.00
		Total	£449,225.50

For the financial years 19/20, 20/21 and 21/22 the contracts held with Age UK have included an annual uplift. The finances detailed above may be affected if a further uplift is agreed for the first six months of 22/23.

With a maximum 0.5% uplift, the 6 month cost to extend will be:

Existing Contracts 21/22	Provider	Commissioner	Contract Amount per Year
Integrated Commissioning			
Hospital Aftercare	Age UK Salford	CCG	£140,684.50
Dementia Support	Age UK Salford	CCG	£107,914.50
Social Rehabilitation	Age UK Salford	CCG	£30,626.50
		Total	£279,225.50
		Total with 0.5% Inflation	£280,621.63
Public Health			
Community Assets (Age Friendly Salford):			
Ambition for Ageing	Salford CVS subcontract to Age UK Salford	CCG	£97,500.00
Volunteer Development Workers	Salford CVS		

Programme Management	Salford CVS subcontract to Inspiring Communities Together		
Digital Offer (Tech and Tea)	Third Sector Consortium subcontract to Inspiring Communities Together	SCC	£72,500.00
		Total	£170,000.00
		Total with 0.5% Inflation	£170,850.00
		Combined Total	£449,225.50
		Combined Total with 0.5% Inflation	£451,471.63

In addition, the uplift will affect the value below as current contract costs, at the time of tendering, will be used to set the financial envelope.

7. CONTRACT NOVATION

7.1 As detailed above, a number of the existing contracts currently sit with Salford CCG. In order to ensure a smooth procurement exercise and to support effective contract management arrangements, it is proposed that Salford City Council's Procurement team lead on the procurement of the Age Well tender as opposed to a joint arrangement involving two procurement teams.

In order to facilitate this arrangement, it is recommended that the three contracts with Age UK Salford will novate across to SCC.

The Community Assets service, also sat with the CCG, is currently embedded into a wider service level agreement held with Salford CVS. This contract will remain with Salford CCG with procurement responsibility being delegated to SCC.

The proposal to novate was approved by Lead Member on the 18th August 2021

8. FINANCES

8.1 The current annual contract value of each existing contract for 2021/22 is as follows:

Existing Contracts 21/22	Provider	Commissioner	Contract Amount per Year
Integrated Commissioning			
Hospital Aftercare	Age UK Salford	CCG	£281,369.00
Dementia Support	Age UK Salford	CCG	£215,829.00
Social Rehabilitation	Age UK Salford	CCG	£61,253.00
Total			£558,451.00
Public Health			
Community Assets (Age Friendly Salford):			
Ambition for Ageing	Salford CVS subcontract to Age UK Salford	CCG	£195,000.00
Volunteer Development Workers	Salford CVS		
Programme Management	Salford CVS subcontract to Inspiring Communities Together		
Digital Offer (Tech and Tea)	Third Sector Consortium subcontract to Inspiring Communities Together	SCC	£145,000.00
Total			£340,000.00
Total			£898,451.00

The annual contract price of the Age Well Contract will include a maximum uplift of 0.5% and is broken down as follows:

Year 1 - 1st October 2022 - 30th September 2023 (with a 0.5% maximum uplift)	
Lot 1	£342,554.25
Lot 2	£562,646.36
Total	£905,200.61
Year 2 - 1st October 2023 - 30th September 2024 (with a 0.5% maximum uplift)	
Lot 1	£344,267.02
Lot 2	£565,459.59
Total	£909,726.62
Year 3 - 1st October 2024 - 30th September 2025 (with a 0.5% maximum uplift)	

Lot 1	£345,988.36
Lot 2	£568,286.89
Total	£914,275.25
Year 4 - 1st October 2025 - 30th September 2026 (with a 0.5% maximum uplift)	
Lot 1	£347,718.30
Lot 2	£571,128.33
Total	£918,846.63
Year 5 - 1st October 2026 - 30th September 2027 (with a 0.5% maximum uplift)	
Lot 1	£349,456.89
Lot 2	£573,983.97
Total	£923,440.86
5 Year Total	£4,571,489.96

The financial envelope for the Age Well tender will be £4,571,489.96 for a five year contract awarded to the successful bidder.

Within the price section of the tender submission, bidding organisations will be expected to use the financial envelope to provide an annual cost breakdown including any applicable annual uplifts. Bids above £4,571,489.96 will not be accepted.

9. SOCIAL VALUE

- 9.1 The Age Well service will have a strong focus on social value with an expectation that the successful provider(s) will demonstrate, throughout contract duration, how they are meeting identified social value targets via the TOMS Framework.
- 9.2 Engagement with current providers has begun to look at how social value can be achieved for the remainder of the existing contract held with these organisations.

10. RECOMMENDATIONS

- 10.1 Adult Commissioning Committee is asked to:
- a. Approve the model proposed including the service specifications for both lots.

- b. Approve the finances associated with the Age Well commission