



London Borough of Enfield

Report Title	Contract Extension for Prevention and Early Intervention
Report to	Cabinet Member for Health & Social Care, Cllr Alev Cazimoglu
Executive Director / Director	Executive Director of People, Tony Theodoulou Director of Adult Social Care, Doug Wilson
Report Author	Nancie Alleyne
Ward(s) affected	All
Key Decision Number	5750
Classification	Part 1 & 2 (Para 3)
Reason for exemption	Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Purpose of Report

- 1 This report seeks approval to extend the 10 current Outcome contracts held by those Voluntary and Community Sector (VCS) organisations who were awarded the Prevention and Early Intervention contracts at the Cabinet meeting held on 18th October 2017. The extension period in the Cabinet Report was for a period of 2 +2 years at the expiry of the initial term of three years dependent on performance. The final 2-year extension will expire in November 2024. This report also seeks approval to extend an 11th contract for Autism support as noted in paragraph 4.1 below.
- 2 A further time limited extension of these services is required to allow for local needs to continue to be met whilst we develop new service models aligned with new specifications that will better meet ASC strategic objectives.

- 3 Each contract is based on an outcomes to be achieved in accordance with their individual specification. The services are focused at supporting vulnerable people in the community, and helping them to help themselves to live safe, healthy, and independently within their home. A consortium or sub-contracting approach was encouraged at the time of the first tender with one organisation acting as Management Lead for their consortium.

Recommendations

- 4 To approval to extend the 10 Early Intervention and Prevention contracts for six months from 1st December 2024 to 31st May 2025.
- I. Outcome 1- awarded to Enfield Carers Centre for the delivery of the contract *Helping People Continue Caring Service*
 - II. Outcome 2 - awarded to Age UK Enfield for the delivery of the contract *Supporting vulnerable adults to remain living healthily and independently in the community including avoiding crises.*
 - III Outcome 3 awarded to Enfield Voluntary Action for the delivery of the contract *Supporting People to Improve their Health and Well-being and Improving Self-Management.*
 - IV Outcome 4 Direct award Contracts (5 individual contracts)
Age UK Enfield:
Mind in Enfield:
Community Aid:
Wellbeing Connect Services: .
Middlesex Association for the Blind:
 - V Outcome 5 - awarded to Alpha Care Ltd for the delivery of contract. *People recover from illness, safe and appropriate discharge from hospital.*
 - VI Outcome 6 awarded to Community Barnet for the delivery of the contract. *Increased and improved information provision*
- 4.1 To approve an extension for a separate contract for Autism Support awarded to One-to-One Enfield on the basis that this contract is within scope of the new specifications and will align with extension of the 10 contracts above.

Background and Options

- 5 In December 2017 Adult Social Care (ASC) Service Development Team commissioned four contracts based on Prevention and Early Intervention

Services aimed at the Voluntary and Community Sector. These contracts replaced ASC Voluntary Sector funding and the length of the contracts for Outcomes 1, 2, 4, and 5 are all for 3 years, plus 2 + plus 2 years based on performance which is monitored on a quarterly basis. Outcome 3 was awarded in 2021 on a fixed term basis. The contract was awarded to Enfield Voluntary Action for the delivery of the contract *Supporting People to Improve their Health and Well-being and Improving Self-Management*. The value of this contract is £141k per annum.

- 6 There had also been a delay in the start of Outcome 6 contract in 2017. The specification was reviewed and the service retendered. Due to the delay in contract award this contract was extended for 20 months from 1st April 2021 to 30th November 2022. This extension brought Outcome 6 contract in line with all of the Prevention and Early Intervention contract's expiry date of 30th November 2024.

In January 2023, the Service Development Team recommissioned Autism Support Services for adults with One to One (Enfield) for 22 months to November 2024 at a total contract value of £67k. The expiry date for this contract was to align with the ending of the existing outcome contracts as autism support is within scope of the new outcome areas for which specifications are being developed. It is proposed that this contract also be extended for 28 weeks and 6 days at a value of £20,211 so as to align with the procurement strategy for the new outcome areas.

- 7 On 3rd October 2023 Enfield Disability Action (EDA) advised Enfield Council that it was going into liquidation. This left their sub-contractors (consortium members) out of contract with no provision for this service to continue with the Lead Provider (EDA). The subcontracted organisations affected by EDA liquidation included.

1. Age UK Enfield
2. Mind in Enfield
3. Community Aid
4. Wellbeing Connect Services
5. Middlesex Association for the Blind.
6. Cares and Parents ENFIELD (CAPE)

- 8 Adult Social Care has a duty under the Care Act 2014 to provide an advocacy service to support residents within the Borough. As a result, Enfield Council entered into 5 individual direct award contracts with each sub-contractor other than CAPE (consortium member) until 30th November 2024 via Waivers, which run parallel with the expiry of the other Prevention and Early Intervention Outcome contracts, November 2024. As part of this process the sub-contractual arrangements undertaken by CAPE was incorporated into the exiting Outcome 1 contract awarded to Enfield Carers due to CAPE's limited capacity to manage a formal contractual arrangement with the Council. All the other subcontractors as mentioned within paragraph 8 remain within the existing portfolio of the main Prevention and Early Intervention contracts under Outcome 4.

- 9 Further, Adult Social Care have various duties under the Care Act to provide or arrange for the provisions of services, facilities, or resources that it considers will:
- (a) contribute towards preventing or delaying the development by adults in its area of needs for care and support.
 - (b) contribute towards preventing or delaying the development by carers in its area of needs for support.
 - (c) reduce the needs for care and support of adults in its area.
 - (d) reduce the needs for support of carers in its area.
- 10 All the organisations commissioned to undertake the Early Intervention and Prevention contracts have produced quarterly monitoring reports and maintained a good level of operational performance. Their service users' surveys undertaken quarterly has demonstrated high customer satisfaction and improvements to individual health and well-being.
- 11 All specification and KPI have been reviewed are still relevant to the required extension period. End of year evaluations have demonstrated that all organisations have performed to a good standard and have shown their ability to diversify their staffing skills and service model to support vulnerable people throughout the term of the contract. See attached appendix!
- 12 The NHS Integrated Care Board (ICB) also commission Alpha Care Ltd to undertake a contract called 'Take Home and Settle'. The focus of this contract is to ensure a safe discharge of patients who are medically optimised to return to their home. The contract outcomes were similar to Outcome 5 and as a result ASC and ICB commissioners hold joint contract monitoring meetings. Future intent is to incorporate the budgetary arrangement of this contract within the Section 75 portfolio.

Preferred Option and Reasons for Preferred Option

- 13 These contracts help ensure that people who live in Enfield:
- receive services that **prevent** their care needs from becoming more serious or delay the impact of their needs.
 - can get the **information and advice** they need to make good decisions about care and support.
 - have a **range of provision** of high quality, appropriate services to choose from to support their independence, health, and wellbeing.
- 14 A six-month time limited extension of the current contracts will have a continuing positive impact on people in the borough who need support, accessible, independent advice, and guidance to enable them to live healthy and well.

The Council has a duty to provide Advocacy Support and services performed by Enfield Carers Centre is a legal requirement under the Care Act 2014

- 15 These services safeguard vulnerable individuals and ensures they receive fair and equitable treatment.

The six-month extension of services with the current organisations will allow for the continuation of local needs to be met and strategic objectives for the local authority as set out in our Council Plan.

- 16 Following a 7-year contract arrangement the service models associated with the current specification needs to be adapted in line with changes in the borough's demography, diversity, and service gaps. Extended time is needed to effectively engage with local people and to co-produce new specifications that deliver services which can better support ASC priorities.

- 17 All the organisations who have held these contracts have maintained a good level of operational performance which is demonstrated in their end of year report in appendix 1. Service Users have stated that the services provided are good and has helped them.

Relevance to the Council Plan

- 18 **Good homes in well-connected neighbourhoods:**

A collaborative approach to delivering localise preventative support, targeting vulnerable people living within the most deprived wards in the borough.

Safe, Healthy and Confident Communities

Focus on helping people to look after themselves and/or the people they care for.

Improved well-being of borough communities and provide guidance and support to maintain self-help.

An economy that works for everyone

The services provided offer support and guidance to some of our most excluded and challenged communities and will continue to do so during this extended period.

The Voluntary Sector is one of Enfield's strengths, providing support to our many specific communities where statutory provision uptake is limited. Such organisations also provide a cost saving to statutory service budgets by supporting people within their community and ensure health and wellbeing are maintained and/or improved. These organisations also help prevent social isolation of some of our most

vulnerable residents by providing social activities, information, and face to face contact.

Sound value for money basis when considering the output/outcomes generated.

Financial Implication

- 19 The existing arrangement is within budget. The extension of the contracts highlighted within this report will not lead to a cost pressure within the division. The service provided by our partners results in a preventative cost savings. However, the service providers have assured finance that further work on generating greater efficiencies via our VCS will be actioned by the team.

Legal Implications

- 20 The Council has an obligation to provide or arrange for the provision of services, facilities, resources or to take other steps which it considers will prevent, delay, and reduce the development by adults or carers in its area of needs for care and support.
- 21 The provision of adult social care services such as these fall within the light touch regime of the current public procurement regime set out in the Public Contracts Regulations 2015. These 11 extensions represent further opportunity/value for the incumbent service providers without fresh procurement/competition (in addition to previous such extensions), therefore a Waiver of the Council's Contract Procedure Rules is required based on the justifications set out elsewhere in this Report and in accordance with Regulation 72 of the PCRs.
- 22 The individual values of each of the 11 variation agreements is below the threshold at which Council contracts must be sealed, and instead the agreements can be executed on behalf of the Council by an appropriately authorised Service officer.

Equalities Implications

- 23 The existing EQIA is still relevant to the contract extension being proposed and centres on improved service user experience and outcomes, more people able to live within their own homes for longer within their natural communities.
- 24 These services are there to support vulnerable people who are already disadvantaged. These services ensure that those who require care and support continue to be supported within the community they live in safely and supports them to maintain their independence.

- 25 Each organisation collects a range of equality data which is then reported on.
- 26 Quarterly monitoring provides evidence of compliance to the requirements through checking of their records, regular review of services, obtaining service user feedback, monthly monitoring meetings and provision of quarterly performance information to the Council.

Public Health Implications

- 27 The continuance and consolidation of demonstrably effective early intervention and prevention services are aligned with the broad intended outcomes and philosophies of LBE's current Joint Health and Wellbeing Strategy and its successor strategy which is progressing through its statutory approval process.
- 28 This is equally true of the Population Health Strategy of our NHS ICB partners which provide the health service context in which our own prevention activity and planning operates.
- 29 The proposed contract extension[s] would serve to continue this alignment and we note the focus on outcomes which also would be of utility in terms of contributing to the Shared Outcome Framework developed by our ICB partners and which will be utilised by the action planning phase of the JHWBS.
- 30 There no further Public Health implications noted at this time.

Procurement Implications

- 31 The original procurement has been carried out in accordance with the Council's Contract Procedure Rules (CPR's) and the Public Contracts Regulations (2015). The contracts were awarded in 2017 and 2020 respectively, for initial three years terms, and then extended until November 2024 in accordance with their optional extension provisions.
- 32 The current proposal requires an extension to these contracts beyond their original terms and does not alter the overall subject matter of the contracts. Therefore, instead of ending on 01 December 2024, it is proposed these contracts come to an end on 31 May 2025 – pending the successful completion of the forthcoming procurement process, having new contracts in place from 01 June 2025.
- 33 This proposal to extend the contracts further will be taken through the Council's Procurement Services Assurance process.
- 34 The Service Area shall be responsible for uploading the variations to extend these contracts and updating the Council's e-Tendering portal accordingly.

- 35 The Service Area is expected to ensure that the new procurement process is commenced speedily, and new contracts are procured and in place following expiry of the existing contracts.
- 36 Regarding contract management, these contracts are small independent contracts and are currently managed by different staff. The Council's Contract and Supplier Relationship Manager has had no oversight in how these contracts have been managed. It has been noted however that there are quarterly meetings scheduled with each provider.
- 37 Commissioners are aware of the Council's Contract Management Framework and protocols in place, and it is expected that these are followed. It will be expected that moving forwards when contracts are streamlined that the management of such contracts would become more prevalent and reported on at the SMT meetings going forwards.

Safeguarding Implications

- 38 Ensuring the continuation of services to adults at risk in the borough should be a priority and it is good to see plans to address this in the light of EDAs liquidation. Effective advocacy particularly is essential to safeguarding adults and it is good to see this discussed.
- 39 Prevention also is one of the central principles of safeguarding adults as identified in the Care Act and these services go a long way to supporting with that in practice. These plans align with the Enfield Safeguarding Adults Board Strategy 2023-2028 which identified prevention of abuse as one of our priorities – and supporting against isolation as a commitment within that.
- 40 The implications for safeguarding adults appear to be wholly positive.

Report Author: Name] Nancie Alleyne
Service Development Manager
Nancie.alleyne@enfield.go.uk
020-83793572

Background Papers: