

Appendix 1

PROCUREMENT STRATEGY FOR BIRMINGHAM CARERS HUB REF (P0905)

1 Executive summary

- 1.1 The procurement strategy provides details of the recommissioning intentions for Birmingham Carers Hub delivering services for adult carers.
- 1.2 The Services will be commissioned following a developed carers pathway which includes young carer and mental health carer services. The services will include; information advice and guidance, emergency services wellbeing assessments and payments, carers cards, dementia specialist support, health liaison projects, small grants, a transition service for younger adult carers, support for parent carers and carer assessments.
- 1.3 These services are vital in delivering against Council priorities which include corporate parenting, improved health and wellbeing, building resilient and independent communities and access to suitable and sustainable housing options for the most vulnerable.
- 1.4 The commissioned services will also directly contribute to the delivery of the following key strategies: Vision and Strategy to Modernise Adult Social Care 2017, Vision for Adult Social Care Refresh 2020, Homelessness Prevention Strategy 2017+, Transitions Strategy 2018+, which are supported through the Adult Social Care Putting Prevention First Commissioning Agenda 2017+.
- 1.5 The budget will be £3.085m annually with £1.394m from Adult Social Care and £1.691m from Better Care Fund. This means a total five-year contract budget of £15.427m.
- 1.6 The current contract ends on 31st March 2023 and the new contract will start on 1st April 2023.

2 Background

1.1 Background and Service Requirements

1.1.1 The service will be commissioned following a developed carers pathway which includes young carer and mental health carer services. The service will include; information advice and guidance, emergency services wellbeing assessments and payments, carers cards, dementia specialist support, health liaison projects, small grants, a transition service for younger adult carers, support for parent carers and carer assessments.

1.1.2 This service is vital in delivering against Council priorities which include corporate parenting, improved health and wellbeing, building resilient and independent communities and access to suitable and sustainable housing options for the most vulnerable.

1.1.3 The current contract, with Forward Carers expires on 31st March 2023.

3.2 Outcomes Expected

3.2.1 The following outcomes and outputs are required:

- **Payment by outcomes represents 10% of the contract value and will be achieved via these elements:**
 - 85% of carer assessments completed in timescale of 28 days (20%).
 - Working across the carers pathway (30%).
 - Working in partnership (50%)
- **The proposed KPIs are:**
 - Increase in wellbeing scores from assessment to review.
 - Percentage of carers whose need/requirement is met with reasons if they are not.
- **A range of outcomes illustrating the difference made to carers lives for example including:**
 - Carers are engaged with support including activities and community networks.
 - Carers can feel confident at times of crisis.
 - Carers can continue to work or participate in education and training.
 - Carers are better able to manage their own health and wellbeing.
 - Carers are able to manage their own finances and access relevant financial support.
 - Carers can take time out from their caring commitments.

3.3 Market Analysis

The Census 2011 tells us there are 107,380 unpaid carers living in Birmingham. A carer is someone of any age who provides unpaid support to family or friends who could not manage without this help. This could be caring for a relative, partner or friend, who is; ill, frail, disabled or has mental health or substance misuse problems. This represents 10% of the city's population, with 11,642 young carers aged 5 to 24, 65% of carers are White and 58% are female.

The census also tells us that ill health for carers over 65 years in Birmingham is 17% and higher than the national average of 12%.

Around 18% of adult unpaid carers are registered with our current commissioned service and 13% are parent carers. The majority of carer's are 46 years or older, with 26% aged 66 years or more. Over a third of those cared for are 66 or more whilst 22% are under 25 years of age.

The number of people identifying as carers has increased during the pandemic as people become more aware that they have caring responsibilities.

There are a range of providers; both national based organisations and some smaller more specialised local providers. This mixture has been considered in the development of the procurement strategy. It is unlikely that one provider could deliver all the services required by Birmingham Carers Hub, but it is important that carers have a clear pathway to the support they may require. Therefore, we are seeking a lead provider with a flexible supply chain or partner arrangements which has the capability to flex, change and respond to the diversity of needs presented by carers over the life of this contract. This could be a lead provider via a consortium or a managed service provider.

The procurement will ensure competition, allowing an opportunity for new entrants to the market. The contract value is considered attractive for this sector and will enable the Council to achieve value for money. Best value will be achieved by applying a cost threshold.

The current Birmingham Carers Hub is provided by Forward Carers and there are over 17,000 carers registered with the service.

3.4 Strategic Procurement Approach

3.4.1 The following options were considered:

3.4.1.1 Do not recommission Birmingham Carers Hub and decommission the existing services

This option is not recommended as it would mean that the carer assessments, which are a statutory service, would not be delivered and the current vision around the Prevention First agenda set within the various Council Strategies will not be delivered. This would also mean not delivering on four of the five Council's priorities and leaving some of the city's most vulnerable citizens without the necessary support and putting an additional strain on statutory services, including Social Care, Housing, and Health partners.

3.4.1.2 Deliver the services in-house

This option is not recommended for the following reasons: Statutory assessments were delivered inhouse several years ago but due to a number of issues, including capacity, the decision was taken that the Hub would deliver this service. The skills currently do not exist to deliver the scale of the diversity of the services to be commissioned. A number of these services require specialist organisations to deliver the support required such as dementia and transition services and the level and scope would not be available inhouse. The cost and time to mobilise would not be possible by April 2023. Importantly, the majority of carers in need of these services would prefer to engage with the market providers; many of these are third sector organisations as they are informal and unpaid carers.

3.4.1.3 Use a collaborative framework agreement

This option is discounted as there are no collaborative framework agreements in place that meets the Council's requirements.

3.4.1.4 Tender as a framework agreement primarily for Birmingham but available for use by other public sector bodies

This option is discounted as there is no benefit or economies of scale to be realised from this option to meet the required investment.

3.4.1.4 Procure a range of single and multiple contracts.

This option is discounted as the service needs to take a holistic and pathway approach. Carers need to be able to access services in one place where they can receive all the advice, information and support they need. By having separate contacts a number of providers are likely to be involved and the carers journey becomes more difficult for example having to repeat their story more than once and go to several different places for the support they need.

3.4.1.6 Procure a lead provider with a flexible supply chain or partner arrangements which has the capability to flex, change and respond to the diversity of needs presented by carers over the life of this contract

This could be a lead provider via a consortium or a managed service provider.

This is the preferred option as the contracts deliver the Adult Social Care, Children, Health and Housing priorities for carers and will underpin the delivery of the Prevention First agenda. These services are provided in advance of more costly statutory interventions. They are part of the carers pathway with young carer and mental health carer services enabling a holistic approach ensuring that carers can access support at any stage or time of their journey. There are benefits to this as the current market conditions show sufficient appetite and expertise to deliver the proposed services. **This is the recommended option.**

A mix of payment for Service Provision and Payment by Outcomes (PBO) will be implemented.

3.5 Procurement Approach

3.5.1 Duration and Advertising Route

The contract will be awarded for a period of five years, 1st April 2023 to 31st March 2028 with the option to extend for a further two years and advertised in the Find a Tender, Contracts Finder and www.finditinbirmingham.com.

3.5.2 Sourcing Strategy

The contract will be awarded to one lead supplier via a consortium or managed service provider.

3.5.3 Procurement Route

As this is a Social Care Contract that requires an element of flexibility the Light Touch Regime (LTR) will be applied. LTR allows the Council to design a procurement procedure suitable for certain social and other specific services provided they comply with the general principles of equal treatment and transparency and have reasonable and proportionate timescales.

The design of the LTR will be based on the Open Route for all services and include Competition with Negotiation (CwN). This will allow for tenders to be amended via negotiation, including the Final Tender.

The Invitation to Tender will ask for substantial solutions and will include a Selection Stage based on previous experience.

Following the evaluation of the Tenders there will be 2 available options:

- Option 1 is to award the contract if there is a sufficient and satisfactory tender.
- Option 2 is to negotiate on the tenders selected for negotiation to produce sufficient and satisfactory tender(s).

The option selected will be based on the evaluation of the bids received.

3.5.4 Scope and Specification

The service is for Carers resident in Birmingham, current information is that there are approximately 107,380 informal and unpaid carers living in the city.

Service Description

The expected delivery model will be a lead provider with a flexible supply chain or partner arrangements which has the capability to flex, change and respond to the diversity of needs presented by carers over the life of this contract. This could be a lead provider via a consortium or a managed service provider.

It is expected that Birmingham Carers Hub will have its own independent website separate from the providers (lead or service) and consortium.

Birmingham Carers HUB will:

- Form and deliver the age 18+ element of the pathway for carers.
- Empower carers to build their resilience.
- Ensure that all communication will come from 'Birmingham Carers HUB' and not the lead provider.
- All communications will acknowledge Birmingham City Council/ Birmingham and Solihull Clinical Commissioning Group.
- Carry out strength based preventative approaches that recognise the diversity of presenting need and can robustly evidence good outcomes for the carer (and therefore the person being cared for).
- Proactively engage with new communities and underrepresented groups of carers (this may include but not limited to BME groups, disabled carers, LGBT+ carers).
- Be required to develop a strong interface with the "front door" of a range of agencies, in particular Birmingham Children's Trust, Birmingham City Council (BCC) and NHS services including GPs and hospitals. This will

include Family Support and Safeguarding teams, Social Workers, out of hour's services and area-based Duty and Assessment teams.

- Be required to maintain and actively update the carers register through each referral process whether through the HUB or any other referral route.
- Develop strong links with and work in partnership with Neighbourhood Network Schemes to coordinate and support the design, development and delivery of a relevant, diverse and accessible offer for carers in their neighbourhoods and communities.
- Provide an accessible, high quality and independent support service for carers. It will be established as a culturally appropriate single point of access, assessment, information and advice.
- Be outcome focused, supporting carers and enabling them to have a life outside of their caring role.
- Provide access to high quality information resources.
- Provide a navigator service to enable carers to access appropriate services, to maintain their health and wellbeing and to have a voice in the care of the person they care for.
- Be carer led in its work and be proactive in gathering carer views to inform the development of the service and strategic work within health and social care.
- Ensure it is flexible to meet and adapt to the needs of carers and promote the service to increase the numbers of carers accessing support and will target hidden or hard to reach carers.
- Raise awareness of the needs and rights of carers with professionals, other organisations and work in partnership with key stakeholders to deliver an effective, joined up and complementary carers service.
- Support the City to deliver its statutory obligations to carers and have safeguarding policies consistent with current requirements.
- Outreach across the city providing a mini HUB type service where carers have a location to visit for pre-arranged appointments, advice and information and access appropriate support.
- Implement Birmingham Carers HUB Satellites across the city providing a localised offer to carers which includes: face to face support/ online access/ minimising use of transport.
- A telephone and email-based response must be available from Monday to Friday, 9am until 5pm and an out of hours service available early mornings, evenings, weekends and bank holidays. Consideration must be given in relation to minimising cost of calls (for carer) wherever possible.
- Develop a Carer Friendly Employer service.

The service is expected to be delivered in the following locations:

- A virtual central HUB purely for Birmingham Carers Hub independent of any other websites
- A range of mini community-based HUBS across the City ensuring geographical coverage
- A range of other community venues ensuring geographical coverage
- Educational establishments
- Hospitals
- GP surgeries
- The carers own home

- A venue of the carers choice
- Other locations as agreed with the commissioners.

A summary of expected key deliverables is as follows:

- Carer assessment assessments
- Registration and preliminary assessment to increase identification
- Carers cards in a community and hospital setting
- Provision of advice and information for adult carers
- Practical emotional and peer support including 1:1 support and carers groups
- Advocacy and navigator service
- Awareness raising and engagement
- Training in relation to the caring role to include practical and manhandling particularly at home
- Bereavement support
- Carers emergency and planned response
- Parent carers:
 - Work with Children's Trust disabled child register to help identify parent carers and to manage the Children's Trust Disabled Children's Register
 - Identify and develop appropriate support and advice/information for parent carers
 - Actively promote support, benefits, activities and services available to parent carers
 - Develop and strengthen link to BCC disabled child team who will carry out a parent carer assessment
- Annual carers survey
- Young carers transitioning to adulthood
- Awareness of needs of young carers and work closely with young carer services
- Carers wellbeing payments administration and delivery
- Small grants for specialist service administration and delivery
- Health liaison project
- Specialist support dementia carers
- Strategic intelligence and data
- Digital inclusion
- Development of a Carer Friendly Employer service.

3.5.5 Tender Structure (Including Evaluation and Selection Criteria)

3.5.5.1 Evaluation and Selection Criteria

The quality / social value/ price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided. The tender documents will include the standard contract terms and conditions.

3.5.5.2 The evaluation of tenders will be assessed against the service specification in accordance with a pre-determined evaluation model as detailed below:

The assessment will be divided into the following stages:

Stage 1 – Selection Stage
 Stage 2 – Invitation to Tender

Stage 1 – Company Information

Criteria	Evaluation
STAGE ONE - Selection Stage	
Company Information	Pass / Fail
Financial Information (including Insurance)	Pass / Fail
Health and Safety	Pass / Fail
Compliance with Equalities	Pass / Fail
Quality Management	Pass / Fail
Grounds for Mandatory Exclusion	Pass / Fail
Grounds for Discretionary Exclusion	Pass / Fail
Supplier Portal	Pass /Fail
Modern Slavery Act 2015	Pass / Fail
Technical and Professional Ability	Pass / Fail
Insurance	Pass / Fail
Safeguarding Policy & Procedures	Pass / Fail
Whistle Blowing Policy	Pass / Fail
Environmental Sustainability	Pass / Fail
Declaration	Pass / Fail

Tenderers will be required to pass Stage 1 in order to progress to Stage 2.

Stage 2 – Invitation to Tender Stage

Evaluation and Selection Criteria

Tenders will be evaluated using the quality / social value / price in accordance with a pre-determined evaluation model. The quality element will account for 50%, social value 20% and price 30%. This quality / social value / price balance has been established having due regard to the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided and the degree of detail contained within the contract specification.

Tenders will be evaluated against the specification in accordance with the pre-determined evaluation model described below:

Quality (50% Weighting)

Criteria	Overall Weighting	Sub-weighting

Service Delivery and Capacity	50%	50%
Organisation and Resources/Staff		10%
Relationship Management and Partnership Working		20%
Organisation Safeguarding		10%
Organisation Mobilisation		10%

Tenderers who score less than 60% of the quality threshold i.e. a score of 60 out of a maximum quality score of 100 (60 marks out of 100) will not proceed to the next stage of the evaluation.

Social Value (20% Weighting)

All Social Value questions will assess the following criteria:

	Sub-Weighting	Sub-Criteria	Theme Sub-Weighting
Qualitative	40%	Local Employment	20%
		Partners in Communities	40%
		Good Employer	20%
		Green and Sustainable	20%
			TOTAL 100%
Quantitative	60%	BBC4SR Action plan	Total of Action Plan Value (£) score
			TOTAL 100%
Overall Social Value	20%		

Price (30%):

Tenderers will be expected to submit a price based on the price to deliver the service for the duration of the contract with a breakdown of the costs. The price assessment will be based on the cost of the service delivery model including overheads it will not include the value of the money to be granted by the provider as part of the contract.

The tenderer with the lowest acceptable* price is given the maximum possible weighted price score. The other tenderers' weighted price scores will be calculated on pro rata basis.

The contract may be varied subject to any future funding requirements.

Overall Evaluation

The evaluation process will result in comparative quality, social value and price scores for each tenderer. The maximum quality score will be awarded to the bid that demonstrates the highest quality. The maximum social value score will be awarded to the bid that demonstrates the highest social value. The lowest price will be given the maximum score. Other tenderers will be scored in proportion to the maximum scores in order to ensure value for money and the proposed framework agreement will be awarded to the first ranked tenderer.

3.5.6 Evaluation Team

The evaluation of tenders will be undertaken by officers from Prevention Commissioning Team, Adult Social Care Directorate, supported by the Corporate Procurement Services.

3.6 Indicative Implementation Plan

Task	Indicative date
Strategy approval	6th Sep 2022
ITT issued	Sep 2022
(Allow 6 weeks for bid writing)	
ITQ return	Oct 2022
Evaluation period	Oct/Nov 2022
DPR approval	Nov 2022
Contract award	Dec 2022
Mobilisation	Jan 2023 - Mar 2023
Contract start	1st April 2023

3.7 Service Delivery Management

3.7.1 Contract Management

The contract will be managed operationally by a designated Commissioning Manager, Adult Social Care using the Council's Contract Management process and toolkit.

3.7.2 Performance Management

Key performance indicators will be used to regularly monitor and manage quality as well as social value outcomes. There will be a mix of fixed quarterly payments and a payment by outcomes methodology.

Performance will be monitored and measured via quantitative KPI data, quality assurance of delivery and outcomes delivered for carers.

Appendix 1 - Social Value Rationale Template

Social Value Rationale
Title of Commissioning / Procurement project: Birmingham Carers Hub
Project details: The Services will be commissioned following a developed carers pathway which includes young carer and mental health carer services. The services will include; information advice and guidance, emergency services wellbeing assessments and payments, carers cards, dementia specialist support, health liaison projects, small grants, a transition service for younger adult carers, support for parent carers and statutory assessments.
Value of spend (total contract): £ 15.4m
Estimated award date: 01/04/2023
Duration of the Contract: 5 years
Main element of contract: Services
<p>Market dynamics: Currently there is a consortium delivering Birmingham Carers Hub with a lead organisation Forward Carers. It is acknowledged that one single provider would not be able to provide and the deliver the services alone.</p> <p>It is an oligopoly market structure based on the CIPS Level of Industry Structure Table. As an oligopoly market there is limited sources of supply with competition.</p> <p>The market, although small, is competitive with sufficient suppliers and based on the Kraljic model this is a Strategic contract to enable access to supplier expertise and a lead provider with a flexible supply chain or partner arrangements which has the capability to flex, change and respond to the diversity of needs presented by carers over the life of this contract.</p>
Total Social Value Weighting: 20%
Qualitative / Quantitative split: 8% / 12%
Reasons for which themes are to be prioritised: This contract is linked to local employment, good employer, partners in communities, green and sustainable and innovation.
Priority Theme 1: Local employment: The Council would like to see the provider employ locally, staff who understand the issues and concerns faced by carers and citizens of Birmingham and provide appropriate representation.
Priority Theme 2: Partners in communities: The Council is keen to see partnership working with other providers, community assets, voluntary and non-voluntary organisations, ensuring a joint up approach to providing a service to Birmingham Citizens. In addition, the Council expects close working with CCGs and NHS services linking into appropriate pathways.
Priority Theme 3: Good employer: The Council would like to see accreditation in Investors in People, or working towards this accreditation – focusing on leading, supporting and improving as an employer.
Priority Theme 4: Green and sustainable: The Council would like to see plans by which providers intend to reduce their carbon footprint, over a course of time. This has a link to innovation with some services delivering support remotely using technology and reducing travel and carbon emissions.
Sub weighting of the Themes:
Local Employment: 20%
Partners in Communities: 40%
Good Employer: 20%
Green and Sustainable: 20%