

**Decision Maker:  
Commissioning  
Partnership Board**

**Date:**  
Monday, 28 February 2019

**Subject:**  
Award of Contract for Social Prescribing  
Innovation Partnership

**For Approval**

**Report of:**  
Rebekah Sutcliffe, Strategic Director of  
Reform

**Portfolio holder:**  
Councillor Zahid Chauhan

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**Reason for the decision:**

*To award the contract for an Innovation Partnership to work with Oldham Care Alliance Partners and the Voluntary, Community, Faith and Social Enterprise sector (VCFSE) to innovatively co-design, establish, deliver and further develop the provision of social prescribing across the borough of Oldham as part of the Thriving Communities Programme.*

*The recommendation to award the contract for the Social Prescribing Innovation Partnership is outlined in the report in the restricted part of the agenda.*

*The contract term is for a period of three years, within which the service should be fully developed and deliverable. Subject to this condition, there is an option to extend for up to a further three years (1+1+1).*

*The recommendations are subject to successful completion of a 10 day standstill period.*

**Summary:**

*Initial elements of a Social Prescribing Network have been developed and delivered in Oldham West Cluster as first phase of roll out. Oldham*

*East Cluster are in early development stages with outreach to North Cluster.*

*As part of the Thriving Communities Programme, a procurement exercise has been undertaken to appoint an Innovation Partner to co-design, establish, deliver and further develop the Social Prescribing Network further in an iterative way across all of the borough approved by CPB.*

**What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):**

*The following options are to be considered:*

- Option 1: To cease commissioning the Social Prescribing Innovation Partnership covered by this tender.*
- Option 2: To award contracts to the most economically advantageous tender in accordance with the results of the tendering exercise (based on quality, social value and margin).*

**Recommendation(s):**

*The recommendation for the award of the contract is presented in the report in the restricted part of the agenda for consideration by the Commissioning Partnership Board.*

**Implications:**

*What are the **financial** implications?*

*The financial implications are outlined in the report in the restricted part of the agenda.  
(Gioia Morrison)*

*What are the **procurement** implications?*

*An open OJEU procurement process has been facilitated under the Light Tough Regime with a robust evaluation process undertaken involving members across the Council and CCG. The results of which can be seen in the table at Section 4.5. A full and successful due diligence process has also been undertaken with the lead bidder and all associated partnering members. Upon completion of a successful 10 day standstill period (Alcatel), the Council's Legal Team will be instructed to execute a contractual agreement.  
(Dan Cheetham, Procurement).*

*What are the **legal** implications?*

*The Council on behalf of Oldham Cares has openly tendered the opportunity encouraging*

*potential bidders to work together to form consortium bids. The procurement process has been successful with four potential bidders. A thorough evaluation process has taken place and the evaluation team has selected the most economically advantageous partner to work with the GP Clusters through an innovation partnership to develop a social prescribing network throughout the borough. (Elizabeth Cunningham Doyle )*

**What are the *Human Resources* implications?**

*There are no staffing implications for the Council or NHS Oldham CCG. Further details of any human resources implications are presented in the report in the restricted part of the agenda.*

***Equality and Diversity Impact Assessment* attached or not required because (please give reason)**

*The Equality Impact Assessment (EIA) for the Thriving Communities Programme is attached – a more detailed EIA for the Social Prescribing Innovation Partnership will be completed and reviewed at regular intervals throughout the iterative process of co-design and co-production and as the project specification is developed, by agreement with all partners, over the design and delivery contract period.*

**What are the *property* implications**

None

**Risks:**

*The risks and mitigations associated with the decision are presented in the report in the restricted part of the agenda.*

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Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution/CCG's Standing Orders?

Yes

Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the S.75 budget?

Yes

Are any of the recommendations within this report contrary to the Policy Framework of the Council/CCG?

No

**Reason(s) for exemption from publication:**

*3. Information relating to the financial or business affairs of any particular person including the Council*

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**Reason why this Is a Key Decision**

- (1) to result in the local authority incurring expenditure or the making of savings which are, significant (over £250k) having regard to the local authority's budget for the service or function to which the decision relates; or
- (2) to be significant in terms of its effects on communities living or working in an area comprising two or more Wards or electoral divisions in the area of the local authority.

The Key Decision made as a result of this report will be published within **48 hours** and cannot be actioned until **five working days** have elapsed from the publication date of the decision, unless exempt from call-in.

This item has been included on the Forward Plan under reference CPB-04-18

**There are no background papers for this report**

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<b>Report Author Sign-off:</b>	R. Sutcliffe
<b>Date:</b>	14.2.2019

**Appendices:**

Appendix 1 – Equality Assessment (Thriving Communities Programme)

## 1. Background:

- 1.1 The Thriving Communities programme focuses on building upon our community strengths and support groups to help people earlier in the care pathway and shift the emphasis to earlier intervention and prevention by helping Oldham residents make better life choices and not progress into higher levels of need. The programme will deliver £9m+ of reduced demand in the health and care system in the establishment of Oldham Cares.
- 1.2 Social prescribing is a means of enabling health and social professionals (with an initial focus on Primary Care) to refer people to a range of local, 'more than medical' services within the community instead of offering only medicalised solutions or to accompany and compliment medicalised approaches.
- 1.3 The Social Prescribing Innovation Partnership will support the Oldham Cares vision to 'see the greatest and fastest possible improvement in the health and wellbeing of the borough's residents by 2020'. It will focus on building upon and further developing existing strength based approaches to support improved self-care and people taking control of their health and wellbeing which will contribute to the prevention of ill health.
- 1.4 It is envisioned that the Social Prescribing Innovation Partnership will help to achieve significantly improved health outcomes for residents by ensuring that they remain healthier for longer and have generally improved wellbeing. As such, people who are engaged in socially prescribed activity and support will not require as much support from traditional services or can manage without such support for longer periods of time. This will lead to a positive impact on key indicators, such as quality of life and life expectancy.
- 1.5 The target cohort for social prescribing attend the GP between 10-13 times per year and attend Accident and Emergency on average 3 times each year with several non-elective (unplanned) overnights stays. Therefore, there will be a system benefit from the roll out of the Social Prescribing Innovation Network across the borough in terms of deflections including GP appointments, A&E attendances and Non-elective bed days freed but also there will be more far-reaching benefits felt across the wider system, including areas such as policing, mental health, benefits and education.
- 1.6 As part of the Thriving Communities Transformation Funding Business Case (which forms part of the Oldham Locality Transformation Programme in receipt of GM Health and Social Care Partnership investment), it was agreed that, as part of the £2.89m investment in the Thriving Communities Programme, that investment would be made to enable the development of Social Prescribing (Asset Based Community Development) for the period 17/18 – 20/21.
- 2.1 As a result of feedback from a Soft Market Testing exercise and to enable the programme to run for a full 3 year period, it was agreed to increase the funding envelope for the Social Prescribing Innovation Partnership using reallocated funds from other elements within the programme budget. Further details relating to this additional investment is presented in the report in the restricted part of the agenda.

## 2. Current position:

2.2 The Thriving Communities programme had worked with key partners to help co-design the Social Prescribing pathways that are currently being used in Oldham West Cluster as a prototype area to test and development the approach. The current provision is funded until March 2019 and is currently being delivered by Action Together. Social Prescribing is also in development stages within the Oldham East Cluster with some activity in North.

### Oldham West

2.3 Social Prescribing has been live in Oldham West since February 2018. Components of the existing social prescribing model, delivered by Action Together, include:

- Community asset mapping
- Social prescribing
- Community connecting and signposting
- Activation and additional support where possible and appropriate
- Community development and capacity building in collaboration with partners

2.4 As part of the asset mapping component, Action Together have mapped 89 community groups and organisations across West Cluster, delivering 234 activities or support services. It is estimated that across the borough, there are 1200 community groups/assets in the wider assets delivering 1.5m interventions.

2.5 Action Together have developed a single referral pathway to enable GPs to refer patients in to the wide range of community support services and activities and at the point of the tendering exercise going live, there had been 85 referrals received from Oldham West cluster (the majority of which had been received following Summer 2018 as a result of revised referral processes and increased clinical engagement).

2.6 The referrals received to date have reflected the demographic make-up of Oldham and common themes for referral included welfare, wellbeing, physical activities, loneliness, housing, family support around life-long conditions, community activities and mental health. Most of the individuals presented with multiple difficulties/concerns that needed a multi-agency approach combining community and professional support.

### Oldham East Community Champions Model

2.7 Cluster East are looking to develop a sustainable intervention that will build capacity within primary care to support people with long-term conditions, those at risk of loneliness and isolation, suffering from anxiety and old age or at risk of frailty. Working closely with Thriving Communities, East Cluster would like to develop volunteer health champions, within Primary Care. This will dovetail with the wider Social Prescribing offer within the Borough.

2.8 The project will be a collaborative model that will include key members of staff from practices recruiting Health Champions from the population that the practice serves. The model will build on GP capacity in the form of volunteers and will move towards the provision of a range of non-medical community-based interventions. The cluster

and GP practices will link closely with the Thriving Communities programme as part of an enhanced social prescribing offer.

### **3. Procurement Process:**

- 3.1 Prior to commencement of the tendering process, a Soft Market Testing exercise was undertaken to enable commissioners to engage with suppliers operating in the Social Prescribing market in order to help determine future requirements and to help shape the proposal for the formal tendering process.
- 3.2 In total, 14 responses were received from a variety of different suppliers, ranging from those already delivering Social Prescribing to those who would be interested in being a potential supply chain partner in any future Social Prescribing partnership arrangement. Four of the providers/consortia who had submitted a response to the Soft Market Testing questionnaire were invited to meet with commissioners and Strategic Sourcing, to undertake an informal follow-up discussion regarding their submission. Participants were also invited to share with commissioners what information they would find useful to be included in any formal tender documents in order to enable them to submit a full submission.
- 3.3 Following the completion of the Soft Marketing Testing exercise, the Council, as lead procuring partner of Oldham Care in this contract, undertook an open procurement process, following Light Touch Regime and Innovation Partnership principles.
- 3.4 The Innovation Partnership arrangement, which focuses on co-design and co-production, was utilised to allow the flexibility to grow and shape the Social Prescribing Network in line with future commissioning intentions. The applied Innovation Partnership principles, which rely on a high level of co-operation and collaboration, also mean that the project specification can be developed, by agreement, over the period of the design and delivery contract and, therefore, afford a level of flexibility to meet any changes in delivery focus, outcomes and priorities as a result of changes in the wider local health economy. As such, the tendering exercise sought an Innovation Partner to work in close collaboration with the Council and other organisations within the Oldham Cares Alliance, including stakeholders from the VCSFE, to iteratively co-design, establish, deliver and further develop the Social Prescribing Network in Oldham.
- 3.5 An open tender process was advertised on the Council's e-tendering Due North Portal 'The Chest' which is also used by all GMCA local authorities. The tender was publicised on 14 December 2018 with a deadline to respond by 12 noon on 24 January 2019.
- 3.6 As part of the tendering process, and whilst the Invite to Tender was live, we compiled and shared a register of available Supply Chain Partners on 'The Chest' as a result of being contacted by suppliers who were available to form part of a consortium but unable to bid for the tender independently. The register, which contained contact details of suppliers who had asked for their information to be made available to other potential consortium partners, was updated and published on a weekly basis and was available to any potential bidders.
- 3.7 A clarification log was also updated and published with answers to any questions from potential bidders throughout the advertised tendering period.

## Stage 1

3.8 Stage 1 was a Supplier Questionnaire (SQ) to establish a list of approved providers or consortia. All providers or consortia (all members of any proposed consortia bids were required to provide the information in all sections of the SQ as part of a single composite response) were evaluated by the by the evaluation panel, including members of the Council and CCG, on a Pass/Fail basis on a range of competencies including economic and financial standing, compliance with equality and health and safety legislation and data protection and information security, to ensure due diligence of providers. References and certificates of past performance were also requested to demonstrate past experience in designing and delivering similar provision.

## Stage 2

3.9 During the 2nd stage providers where also asked to compile responses to award criteria questions which was an evaluation stage and used to determine the most economically advantageous tender for the Council.

3.10 The evaluation criteria, and the associated weightings, that were used for the assessment were as follows:

<b>Award Criteria</b>	<b>Question Weighting</b>	<b>Section Weighting</b>
<b>Technical Capacity</b> <ul style="list-style-type: none"><li>• Delivery</li><li>• Development</li><li>• Mobilisation</li><li>• Communication</li><li>• Ability to Manage and Adapt to Change</li><li>• Information Management and Technology</li><li>• Performance Management, Analysis and Evaluation</li></ul>	<ul style="list-style-type: none"><li>• 20% Weighting</li><li>• 20% Weighting</li><li>• 10% Weighting</li><li>• 5% Weighting</li><li>• 5% Weighting</li><li>• 5% Weighting</li><li>• 5% Weighting</li></ul>	<b>70% Weighting</b>
<b>Social Value</b> <ul style="list-style-type: none"><li>• Social Value Objectives</li></ul>	<ul style="list-style-type: none"><li>• 15% Weighting</li></ul>	<b>15% Weighting</b>
<b>Financial Model</b> <ul style="list-style-type: none"><li>• Growth &amp; FMT</li><li>• Sustainability</li><li>• Value for Money</li></ul>	<ul style="list-style-type: none"><li>• 5% Weighting &amp; Pass/Fail</li><li>• 5% Weighting</li><li>• 5% Weighting</li></ul>	<b>15% Weighting</b>

- 3.11 The Technical Capacity section of the evaluation questionnaire asked bidders to describe their proposed approach to enhancing and developing the current social prescribing offer, whilst maintaining delivery and minimising disruption, and their approach to co-design and development of their Social Prescribing model in the remaining clusters. It also asked for clarification of the bidders' mobilisation, implementation and communication plans and their approach to managing change, information and performance.
- 3.12 The Social Value weighting was increased in the award criteria to reflect the intention for the Social Prescribing Innovation Partnership to support the wider ambition of the Oldham Model by enabling and supporting the development of truly thriving communities. The emphasis on Social Value in the evaluation was also important to ensure that the focus on empowering communities to be part of their own transformation through community development, capacity building and increasing resilience, was appropriately reflected and understood by bidders as social prescribing that consists of pathways and signposting alone will not achieve the longer term outcomes for our communities.
- 3.14 The financial envelope for the Social Prescribing Innovation Partnership was fixed and took into account the amount allocated in the Thriving Communities Business Case from the GM Transformation Fund. Therefore, bidders were not competing on price but were asked to demonstrate how they would contribute to the growth of the Social Prescribing Network, in terms of attracting financial investment and accessing other sources of funding, and to articulate their ambition for achieving financial sustainability. Consideration was also given to value and impact of each bidder's proposed model and resource configuration.

#### **4. Outcome of Evaluation and Moderation:**

- 4.1 Four bidders applied for the tender, and all four of those bidders passed the initial Stage 1 Supplier Questionnaire (evaluated by the evaluation panel), subject to the final due diligence checks as part of the contract award process.
- 4.2 The responses to the Evaluation Questions were evaluated by a panel of senior officers from Strategic Reform at Oldham Council, Commissioning for Oldham Cares and Cluster Transformation Management and specialist technical sections were evaluated by officers from Business Intelligence Service and Finance.
- 4.3 Details of the outcome of the evaluation are presented in the report in the restricted part of the agenda.

#### **5. Options:**

- 5.1 The following options are to be considered:
- Option 1: To cease commissioning the Social Prescribing Innovation Partnership covered by this tender.
  - Option 2: To award contracts to the most economically advantageous tender in accordance with the results of the tendering exercise (based on quality, social value and margin).

- 5.2 Option 2 is the preferred option. The Social Prescribing network across the borough will be co-designed, established, delivered and further developed by an Innovation Partnership which is the most economically advantageous and will ensure consistent quality provision across all clusters in the borough.
- 5.3 Option 1 is not considered to be a viable option as we have committed to the delivery of Social Prescribing across the borough as part of the Thriving Communities Business Case for investment from Greater Manchester Transformation Funding.

## **6. Recommendation:**

- 6.1 It is the recommendation of the evaluation panel that the contract for the co-design, establishment, delivery and further development of the provision of social prescribing across the borough of Oldham, as part of an Innovation Partnership, is awarded to the most economically advantageous tender, details of which are outlined in the report in the restricted part of the Commissioning Partnership Board agenda.