

# **Outcomes Based Commissioning of Edge of Care Service**

## **Social Impact Bond Market Engagement Event**

**Monday, 10<sup>th</sup> December 2018, 1pm**

**Savoy Suite, The Exchange, County Hall, Preston**

### **NOTES**

#### **1. WELCOME**

##### **Introduction and scene setting - Presentation**

Sally Allen from LCC introduced the event to all and discussed the current scene.

#### **2. SOCIAL CARE PERSPECTIVE OF EDGE OF CARE SERVICE**

##### **Operational, targeted areas and challenges - Presentation**

Vicky Gent and Chris Coyle from LCC discussed the edge of care service from a children's social care perspective in relation to CYP.

#### **3. EDUCATION PERSPECTIVE OF EDGE OF CARE SERVICE**

##### **Local context, importance of addressing education, reading age outcome - Presentation**

Stephen Belbin from LCC discussed the edge of care service from an educational perspective in relation to CYP.

#### **4. COMMISSIONING INTENTIONS**

##### **Impact framework, payments mechanisms - Presentation**

Paul Riley from Outcomes UK discussed the commissioning intentions and payment mechanisms of the commission.

#### **5. PROCUREMENT STRATEGY**

##### **Process, timescales, how to bid, do's and don'ts - Presentation**

Kirsty Harrison from LCC discussed the procurement strategy for the commission.

#### **6. GROUP WORKSHOPS – STAKEHOLDER QUESTIONS**

##### **Task 1 – Feedback regarding the Draft Service Specification**

Attendees formed two groups, comments below are a combination of the two group's feedback relating to the following questions:

1.	With reference to the Authority's service specification;
a	What are your views on the Authority's proposed approach?
b.	Please identify the positive aspects?
c.	Would any aspects of the service specification cause your organisation issues?
i.	If so, please identify the aspects which would cause issues and explain why.
d.	Is there anything in the service specification which is an absolute deal breaker and would contribute towards your organisation not bidding?

**Provider comment** - Discussion regarding previous tender.

**LCC Response** - *The new procurement will be different from previous tender, this new Service will be 100% payment on results.*

**Provider comment** - Discussion regarding how outcomes will be paid for, will it be via the Life Chances Fund (LCF)?

**LCC Response** - *The whole contract is funded by a combination of LCC funding and LCF funding. The LCF will be used for the family and education related outcomes.*

**Provider comment** - Discussion regarding the referrals, pathways and who's the responsibility is. It will be interesting to see how it works across the districts where there are already providers. Getting referrals in previously was challenging.

**Provider comment** – How will LCC make sure the right CYP are referred and using the Service, what will be the eligibility criteria (optimum criteria).

**LCC Response** – *There will be a panel process and LCC will work together with the Provider to ensure a joined up approach.*

**Provider comment** – Consider flexibility on the referral volumes, balance the delivery model and the referrals (number of children)

**Provider comment** – There needs to be a link to Child and Adolescent Mental Health Services (CAMHS) and East Lancashire Child and Adolescence Services (ELCAS). Pathways are required and to be part of the package.

**Provider comment** – We are not in a position to go for the tender as a whole.

**LCC Response** - *Information has been provided within the presentations regarding consortium bids*

**Provider comment** – Consider demand, Service needs to reach all needs otherwise it's a postcode lottery.

**LCC Response** – *We need to help the CYP and families turn the corner to implement the Service and require social investors and providers to work together.*

**Provider comment** – They consider the districts to be manageable

**Provider comment** – Would LCC consider co-location of Service Provider with LCC, shared resources?

**LCC Response** – *It is not possible at the moment, but could be something to consider for the future. We don't envisage that resources would be shared.*

**Provider Comment** – Care planning forums considered, include wider links with family functioning and other services.

**Provider Comment** – Is the data stable and reliable

**LCC Response** – *Yes the data has been checked and Ofsted have provided positive feedback.*

**Provider Comment** – Discussion regarding social value and working with other organisations

**LCC Response** – *there will be a Social Value objectives relating practical support for local and community groups. Separately LCC do not endorse a preferred bidding model, bidders are open to choice whoever bidding model they wish to use.*

## **Task 2 – Feedback regarding Impact Framework Metrics**

Attendees formed two groups, comments below are a combination of the two group's

1.	With reference to the Authority's outcome framework;
a.	What are your views on the proposed payment metrics and mechanism, including the key risks that would be costed, any perverse incentives that may be created and relative weighting of each metric payment?
b.	What are your views on the proposed beneficiary non-payment outcomes?
c.	What are your views on the proposed family non-payment outcomes?
d.	What are your views on the proposed local and broader social value metrics?
2.	What specific comments do you have on the Government Social Impact Bond template contract?
3.	Please include any other comments that you think are relevant to our proposal.

feedback relating to the following questions:

**Provider comment** – Discussion regarding the 6 month continuously at home payment metric. Suggestion that this could be a little riskier than the days avoided.

**LCC response** – *there is also a maintenance payment, which will be a tariff payment per day spend out of care for each child in the cohort.*

**Provider comment** – Comments received regarding the non-payment metrics and the implication of not meeting the non-payment metrics.

**LCC response** – *the contract terms and conditions will deal with the non-achievement of KPI targets.*

**Provider comment** – Where would the payments sit if it was 3 siblings who were referred? Is this 3 separate cases?

**LCC Response** – *this will be considered.*

**Provider comment** – Defining 'Edge of Care'

**LCC Response** – *this is covered in the Specification.*

**Provider comment** – Be aware of transient families and them moving within Lancashire.

**Provider comment** - Many commented that the SIB model is an exciting opportunity and a new approach but will require long term support to see its real potential.

**LCC Response** – *There should be the volume of referrals each month as estimated in the draft specification.*

**Provider comment** – The change process can be 18 months until you see the rewards and this is if you are all going in the same direction.

**LCC Response** – *The contract period is a maximum of 7 years (5 years for delivery and 2 years for outcomes to be realised).*

**Provider comment** – Discussion regarding consortiums

**LCC Response** – *The Authority recognises that a Tenderer need not necessarily be a single economic operator and that Tenderers may wish to partner up to jointly provide the Services required. Please note the same expectations will be placed on the consortium as a single Service Provider. The Authority will only contract with one lead member, however depending on the service model all consortium members may or may not have joint and several liability. Performance of any member will affect and apply to the entire consortium.*

**Provider comment** – Is there any commitment for system change in the council.

**LCC Response** – *We need to spread it across our practice and whole system change. It's multi-faceted and we have a sustainability strategy. We have strength based approaches with the Council and it is intended that we will introduce and develop the outcomes based commissioning within other Services.*

**Provider comment** – In terms of the procurement timescale, you need to give people as long as possible to respond to the tender.

**LCC Response** – *We intend to publish the tender early February and appropriate timescales will be given to allow interested parties to tender. It is recommended that you plan early.*

**Provider comment** – Has graduated payments been considered, this approach has been taken by other Authorities. Has the Council spoken to other Authorities?

**LCC Response** – *Yes we have contacted other Authorities and attended events, there has been mixed feedback from the SIB approach, however we intend to learn from their feedback. We have also included a tariff payment per day spent out of care following the initial 6 months stability payment.*

**Provider comment** – Discussion regarding non-payment metrics, these would still be met as they will drive and contribute to meeting the payment metric.

**Provider comment** – Discussion regarding 'Star' approach and about being consistent across the County. Would need to consider the licencing and training.

**LCC General Response** – The key point is for the Council and Service Providers to work together in the new way of working.

## **7. FEEDBACK FROM GROUP WORK**

Feedback from both groups took place in relation to the questions and comments above.

## **8. ANY OTHER QUESTIONS – Q&A**

**Provider comment** – will there be competitive dialogue as part of the process.

**LCC Response** – *This was considered. However we have chosen to use a different Procurement Procedure, Competitive Procedure with Negotiation. We have used the online questionnaire and are using today's session to allow stakeholders to comment and provide input for the Authority to consider. Areas for negotiation will be detailed within the tender documents once these are published.*

**Provider comment** – In terms of the definition of 'Edge of Care', what will be the criteria for this.

**Organiser comment** – Yes this is included in the specification. This is in draft form and so please provide feedback. We will continue to work on the Specification and finalise this. They will evolve over time.

## **9. OPPORTUNITY TO NETWORK / INTRODUCTIONS**

There was the opportunity for networking and introductions for the providers and social investors.

## **10. CLOSE**

The event was closed.