

Making a
difference
every day



Wellbeing & Prevention Adult Social Care Commissioning Market Position Statement 2021-26

First Published:
06/2021

Last Updated:
06/2021

**Kent
County
Council**
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Our Message to Providers

When it comes to wellbeing and prevention, we all have a role to play. Having a well-established, robust, and easy-to-access community wellbeing provision for Kent's residents, enhanced by more specialised services, such as community support for our most vulnerable, is essential to keeping our Kent population well.

From Social Prescribing to more specialist domestic abuse services, **KCC continues to invest in people's wellbeing**. The work and integration of services we have embarked on over the last 10 years, in particular moving to more formal contracting models for these services, signifies a commitment to support our residents within their own communities.

We are now moving into a new phase where KCC will work more closely with communities to enshrine an asset-based approach; where **co-production and self-help are fundamental principles**; where solutions are found jointly; and where we then commission to fill the 'gaps'.

We face significant budget pressures, and it is only when we start working with our trusted providers, communities, and health colleagues that we are able to sustain community provisions and **prevent the needs of residents, particularly the most vulnerable, from escalating**. But this is an exciting time within community wellbeing; we have a number of effective integrated delivery models, where strong outcomes are being achieved.

Our collective challenge is to recognise that our residents may move dynamically through primary, secondary, and tertiary wellbeing and prevention services, and therefore **we need a system that supports an individual's journey**.

The council aims to:

- **wrap services around people** rather than fit people into services
- **be clear about how we intend on working with partners** – in particular, our colleagues in Public Health, Integrated Care Partnerships and Primary Care Networks
- continue to **work collaboratively with suppliers to develop service designs** and modelling, to support effective delivery, while reflecting on the challenges of the pandemic and how resilience has been tested
- work effectively **in partnership with Kent's 12 districts and boroughs**, to ensure our services are complimentary and avoid duplication
- **clearly communicate** what is taking place across the wellbeing system and where we think we can make a difference
- be clear about the **challenges** we face as an authority, from a budgetary perspective and in relation to current systems processes, and how we are looking to address them
- provide some thoughts around **access to services**, acknowledging that residents do at times struggle to understand what support is out there
- **focus on delivering core, open-access services**, that can be enriched by the diverse voluntary sector
- **enable system re-organisation, to ensure prevention, wellbeing, and supporting independence are at the heart of all commissioning.**

Our Commissioning Priorities

In order to deliver effective services that meet the needs of Kent residents, the council will focus on the following commissioning priorities:

We will:

- support our residents in a way that **prevents escalation** of needs
- work with providers to understand their locality offers and to **understand the gaps**
- work with Kent & Medway CCG and district councils to commission services in a more efficient and joint way, to **avoid duplication**
- move to **contracting models that provide stability** to the market and allow for the creativity and agility required to face changes and challenges
- **support our suppliers** by ensuring the ask is possible, and working together with them through the life of each contract to **change and adapt** when required
- explore the use of existing, new, and emerging **technology** in how services are delivered, and needs are met
- work with Providers to **understand capacity and resources** with a move towards a **joint outcome framework** that demonstrates, beyond individual services and contracts, that positive wellbeing outcomes can have a significant impact on preventing needs escalating
- seek to ensure **consistency of pay** rates across provider workforces that are fair and comply with National Living Wage standards.

Asset based commissioning will be used in the commissioning of wellbeing & prevention services in the following ways:

- as well as using this opportunity to stimulate the wellbeing and prevention market to re-shape, this is also about **considering the role played by people** and communities as self-helpers and coproducers of outcomes
- this includes considering the person's **whole journey** through and interactions with Adult Social Care, not just their wellbeing needs and requirements
- we will **work with Kent residents** to identify what they wish to see from wellbeing and prevention services for themselves or their loved ones
- we will **work with the market to develop high-quality options** that meet these requirements
- we will have high expectations of the providers of these services, and we will pay a **fair price** for these high-quality services
- we will continue to use the locality commissioner model to **ensure that local demand and local needs are understood** and taken account of in our commissioning.

Current Services

Current wellbeing & prevention services are delivered to residents with a variety of support needs. These services include:

Live Well Kent

Live Well Kent is delivered by two strategic partners who work with a number of sub-contractors to help individuals improve their mental and physical wellbeing. The Service is available to anyone over the age of 17. Live Well Kent's aim is to connect people with their communities, ensuring they have access to the widest possible range of support and services to meet their particular needs. Examples of these needs could be help with keeping active, understanding thoughts and emotions, or gaining new skills that will help with employment. livewellkent.org.uk

Kent Homeless Connect

Kent Homeless Connect is delivered by two prime providers in Kent (as well as a network of specialist providers) and supports vulnerable people with complex needs who are homeless or at risk of becoming homeless. The service helps individuals move away from homelessness for good, by bringing together elements of outreach, supported accommodation and floating support. The service offers a person-centred approach, tailoring a support plan for each individual's needs. kenthomelessconnect.org.uk

KIDAS (Kent Integrated Domestic Abuse Service)

Working with Public Health, the Office of the Police and Crime Commissioner, Kent Fire and Rescue and Kent's 12 districts and boroughs, KIDAS provides accommodation and community based support for those experiencing or at risk of domestic abuse. Delivered by three lead providers, KIDAS focuses on early intervention and maintaining independence for individuals and their families. In addition, this service includes a county wide referral and triage service delivered by Victim Support, which provides a clear referral pathway for each individual. domesticabuseservices.org.uk

ICES (Integrated Community Equipment Service)

The Kent ICES is commissioned jointly by Kent County Council and the Kent & Medway CCG. The service provides community equipment on loan to adults and children following assessment by health and/or social care practitioners. Equipment is provided to assist people to perform essential activities of daily living and to maintain their health, independence, and well-being, aiding them to remain in their own home and community.



TEC (Technology Enabled Care)

TEC provides assistive technology equipment, including lifeline, pendants, falls detectors, door sensors, epilepsy monitors, and GPS tracker devices. The service consists of telecare installation, removal, monitoring, maintenance, and repair, along with (as required) the purchase of specialist technology. The service also horizon-scans for new products coming onto the market that may be of benefit to residents in Kent.

KSAS (Kent Support and Assistance Service)

Kent's Support and Assistance Service is a valuable welfare offer, providing vital financial support for those residents experiencing financial hardship. The Service is able to offer help with food, utilities, clothing, equipment, and furniture, to those most in need.

kent.gov.uk/social-care-and-health/care-and-support/benefits/home-essentials-in-a-crisis

Day Support Services

Day support services include community and centre-based services delivering a range of skills development and support activities for vulnerable adults with a learning and/or physical disability, with the purpose of supporting the wellbeing and independence of individuals, their families, and/or their carers.

Community Navigation

Community Navigation is a first point of contact in the community for people aged over 55 requiring information, advice and guidance about local services that can support them to improve or maintain their health and wellbeing, through emotional and practical support, or help to access a range of community, health and social care options.

Wellbeing Grants / Universal Community Based Wellbeing Services

These services include voluntary sector community and centre-based services, delivering a range of interventions and support for people aged over 55, adults with a physical disability and/or with a sensory impairment, and for people living with dementia, their families, and/or their carers. Support delivered may include information, advice, guidance, and various social, cultural, and physical activities.

The grants are due to end at various times throughout 2021/2022; they are being replaced with geographically-focused Universal Community Based Wellbeing Services.

Home Improvement Agency

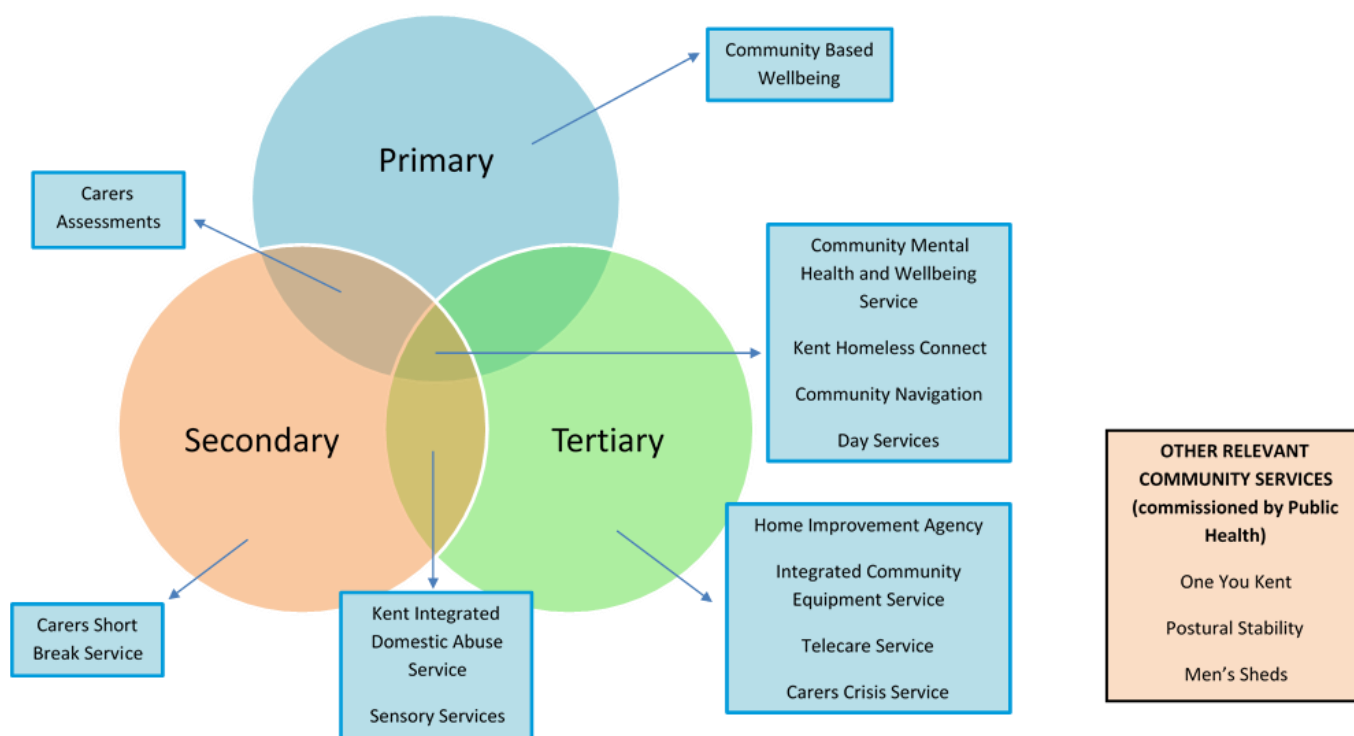
The Home Improvement Agency (HIA) provides services that support vulnerable people, living in private rented or owner-occupied residences, to maintain, adapt and repair their homes. This service includes support regarding major building works and a handyman service for minor repairs, home improvements and minor adaptations (such as handrails). District councils also work with the HIA in relation to administering Disabled Facilities Grants (DFG).

This service also involves home assessments and health and safety checks, designed to ensure that an individual's home environment is fit to allow them to safely live there. Support is given to both adults and children. Referrals are also made by the HIA, where necessary, to district councils, to support welfare benefit checks, blue badge applications and access to other services.

Services by Prevention Type

Types of prevention can be defined as either primary, secondary, or tertiary, by considering the activities or interventions being delivered and what is aimed to be achieved.

- **Primary Prevention** – generally focussing on large or whole population groups, aiming to reduce risk factors to prevent the likelihood of future health and wellbeing issues
- **Secondary Prevention** – more targeted at particular individuals or communities, aiming to reduce risk factors for those identified as at risk from particular health and wellbeing issues
- **Tertiary Prevention** – targeted at individuals within support services, aiming to support and manage existing health and wellbeing issues or conditions and to prevent deterioration.



The council currently commissions **143 suppliers across wellbeing and prevention services**, with an **estimated annual spend of £41m**, demonstrating our commitment to wellbeing and prevention, and this market.

There are a number of **different commissioning models** being utilised across wellbeing & prevention services, as below:

Commissioning Model	Number of Contracts/Agreements per Commissioning Model	Number of Delivery Providers
Framework Model	1	46
Grant Agreements	4	49
Prime Contractor Model	7	13
Strategic Partnership	3	48

Our Current Supply

Over the past 10 years, and in a move to become a commissioning authority, **KCC has moved away from grants to more sustainable contracting arrangements**. Further commissioning iterations have included the development of strategic partnership models.

Across the wellbeing landscape, different provisions are at different stages in the commissioning cycle and, therefore, at different phases of contracting arrangements. **Our intention is to move to having more partnership models** where a more asset-based approach can be pursued.

The wellbeing and prevention services landscape also has varying degrees of commissioning jointly with other stakeholders (Kent & Medway CCG and or local district councils), as indicated in the table below. **Our intention is to increase the proportion of contracts that are commissioned jointly** in the coming years, to bring greater alignment, synergy and efficiency across the health and social care wellbeing and prevention services offer.

Contracted Services

Service	Contracting Model	Eligibility Age	Annual Spend (£)	Number of individuals supported 2019/20
Live Well Kent	Strategic Partnership	16+	6,231,531	2,499 average weekly caseload (26,000 calls)
Kent Homeless Connect	Prime contractor	18+	5,264,059	2,992
Kent Integrated Domestic Abuse Service	Prime contractor	16+	5,000,000	1,875 community outreach
ICES (Integrated Community Equipment)	Prime Contractor (joint with CCG)	Open access	9,000,000	X
Technology Enabled Care	Prime contractor	Open access	1,000,000	X
Day Support Services (LD/PD)	Framework model	55+	6,700,000	866
Community Navigation	Strategic Partnership (joint with CCG)	55+	1,541,760	9,038 referrals 3,714 universal
Total			34,737,350	

Grant Services

Service	Contracting Model	Eligibility Age	Annual Spend (£)	Number of individuals supported 2019/20
Wellbeing Grants – Older Persons	Grant	55+	4,040,656	8,500
Wellbeing – Physical Disability	Grant	18+	160,100	
Wellbeing – Dementia	Grant	18+	606,494	
Wellbeing – Sensory Impairment	Grant	18+	1,080,00	
Home Improvement Agency	Grant		588,900	
		Total	6,476,150	

Supported Accommodation

Service	Number of units
Kent Integrated Domestic Abuse Service	107
Kent Homeless Connect	296
Community Mental Health and Wellbeing	511
Total	914

Within the Wellbeing & Prevention portfolio there are services which have a supported accommodation element. KCC is currently not responsible for commissioning this accommodation directly; rather, we work with our commissioned providers, as well as our housing colleagues within the districts and boroughs, to source opportunities of appropriate accommodation, based on evidence of need. These units of accommodation are either owned or leased by providers. In short, **KCC funds the specialist support, not bricks and mortar.**

Wellbeing & Prevention support is essential to ensuring people do not remain in supported accommodation any longer than they need to, and that they are able to **positively move on to sustainable independent accommodation.**

The Workforce in Kent

The Covid-19 pandemic has undoubtedly had an impact upon the social care workforce in Kent, as with the rest of the country, affecting vacancy rates and overall recruitment and retention. However, there have also been some excellent examples of best practice and an ongoing commitment to high quality care demonstrated across the sector in Kent.

We recognise the workforce within our Wellbeing and Prevention suppliers is extremely diverse and varied, and includes those that are paid staff and the larger cohort of people who volunteer their time and expertise to provide care and support; to that end, it makes it more challenging to cover the topic of 'workforce' when it comes to these services.

Through the Covid pandemic, there has been a marked change in volunteering. The residents of Kent that would most likely have volunteered pre-Covid are the ones that have had to withdraw their time and protect their own health and wellbeing, while our suppliers and key partners have seen a large increase in volunteers coming forward from those that have extra time on their hands due to being furloughed, or for other reasons. Post-Covid, the challenge will be to **retain as many of the new wave of volunteers as possible**, in addition to attracting those back to volunteering who may have taken a break due to the pandemic. This will all have an impact on the ability and capacity of community providers to be able to continue their support.

We also recognise that many of our suppliers are in the 'not for profit' or voluntary and community sector and as such may not always be able to offer salaries that are as attractive to staff. Recent central government **short-term funding arrangements to support elements of this market have been welcomed but have at times resulted in the market being flooded with similar job opportunities**, further compounding the difficulties of recruiting qualified staff.

We know that those working in the sector are extremely committed, dedicated and hardworking, and may not always get the recognition they deserve. The council is thankful for the levels of commitment and dedication that continue to be demonstrated by the Kent workforce and will continue to work with suppliers to invest in those delivering services.

Identifying volunteering in the sector as an issue, the **Design and Learning Centre (DLC)** within the Council has initiatives to support the recruitment and retention of volunteers in Kent.

Examples include:

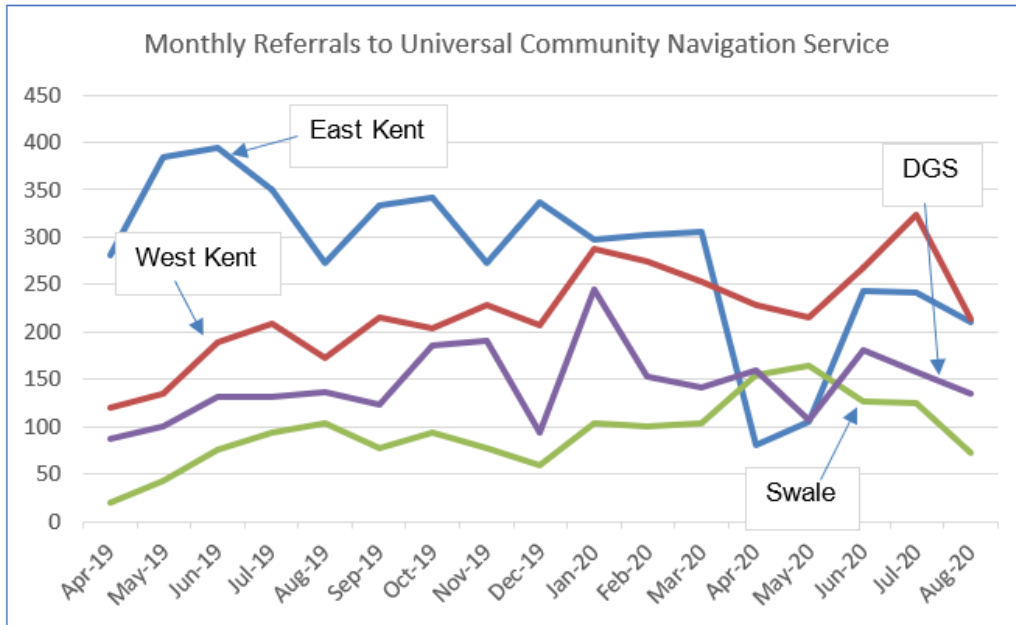
- Supporting research (led by University of Kent) to understand the impact of volunteering on vulnerable older people during the COVID pandemic. Specifically, how a volunteer workforce can be rapidly implemented (i.e. the processes, recruitment, vetting, policy, training, and pathways) and the impact volunteers have on older people at home
- Reviewing pan-system approaches to volunteer recruitment and retention - there are research projects and funding opportunities linked to this. There is appetite across health and social care to look at how to use volunteers more effectively (as a system) and how to create a more accessible system to recruit and retain volunteers across the system.

For more information visit: <https://designandlearningcentre.com/hub-overview/>

Current Demand

Community Navigation Services

The number of referrals made to Community Navigation from the beginning of the contracts, in April 2019, until August 2020 can be seen in the graph below:



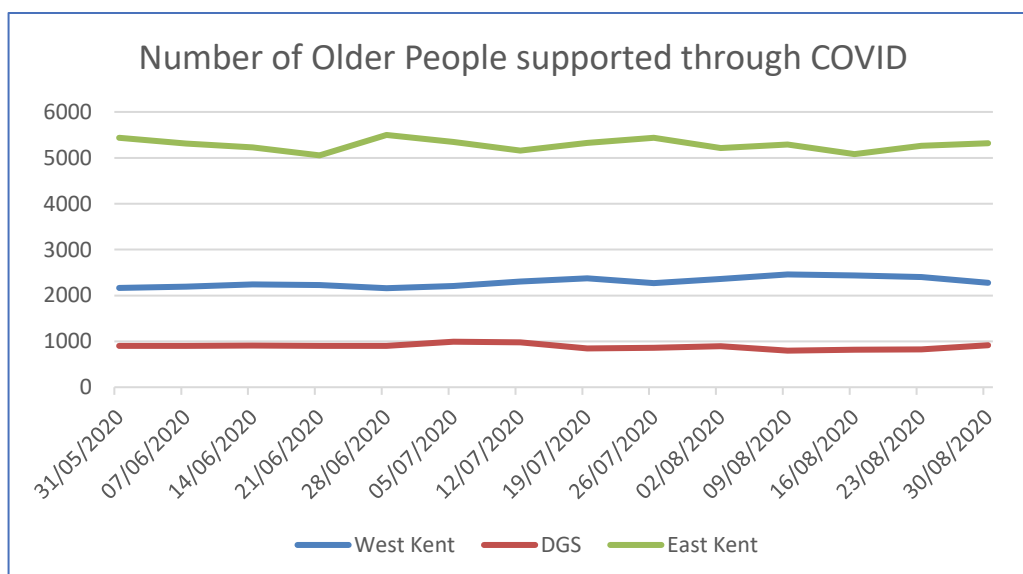
There was a steady rise in numbers of referrals to the service prior to the Covid pandemic.

Some differences can be seen by areas of Kent in the referrals continuing through the Covid pandemic period.

East Kent saw a decrease in referrals at the start of the Covid pandemic, whereas Swale saw an increase.

Wellbeing Support for Older People (through COVID)

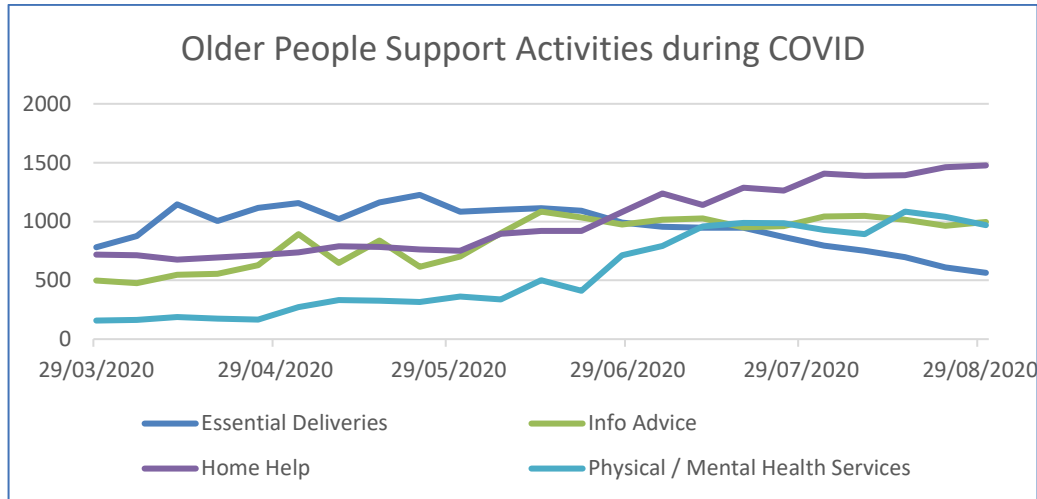
Our wellbeing support services for older people majorly adapted the services they provided in response to the Covid pandemic. For certain activities, there was an increase in demand that reduced as lockdown restrictions eased. Conversely, some activities reduced at the beginning, increasing again as lockdown restrictions eased.



After an initial large increase in demand at the start of the Covid pandemic, demand remained fairly constant through until September 2020. On average, 8,500 older people were supported each week.

Delivery of hot meals saw an increase of almost 50% during the Covid pandemic and by the end of September 2020 remained around 25% greater than before the crisis.

Calls to older people to help reduce the impact of isolation also greatly increased and only through the lockdown measures being eased have they started to reduce.



Other support activities, such as help around the home and physical and mental health support, increased as lockdown measures eased and more face to face activities could take place (such as chiropody services). Whereas support through essential deliveries saw a spike at the beginning of lockdown and demand began to fall as lockdown eased.

Day Support Services for People with a Learning Disability / Physical Disability

People with a learning disability make up the majority of placements within these services, but as age increases the proportion of people with a physical disability or mental health need increases. Some of this is due to a movement of people from one category to another, with a proportion of people with a learning disability aged 55 and over being managed by mental health teams. The number of people with a physical disability in residential care peaks in the age range 55-64 and drops sharply in the age range 65-74.

Live Well Kent – Community Wellbeing

We know that one in four adults will experience at least one diagnosed mental health problem in any given year. Information held on the Kent Integrated Data set (KID) in March 2018 showed that 234,715 people aged 18 and over were recorded by their GP as having either a common or serious mental illness.

Over 4,800 individuals either self-referred or were referred to LWK in 2019/20. LWK’s dedicated telephone line received almost 70,000 calls and e-mails. Other services under the LWK brand, including Mental Health Housing Related Support and Debt Counselling, supported almost another 400 clients.

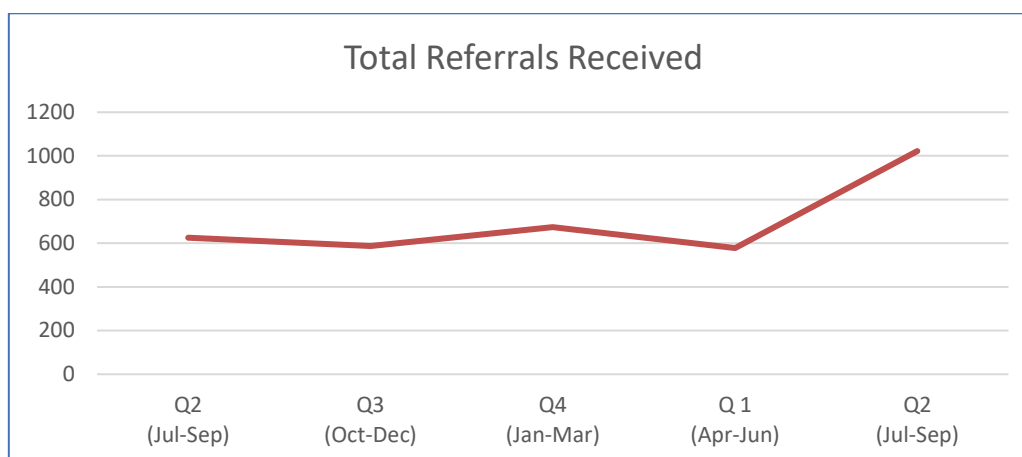
Kent Integrated Domestic Abuse Service (KIDAS)

Nationally, it is reported that around 5.7% of the adult population within the UK are affected each year by varying levels of domestic abuse. Taking into account figures obtained from Kent Police across Kent and Medway, numbers are higher than the national average with circa 92,000 individuals suffering some level of domestic abuse.

During 2019/20, KIDAS supported 2,692 individuals in the community and 508 individuals by providing refuge accommodation, while also delivering education and awareness programmes.

Kent Homeless Connect (KHC)

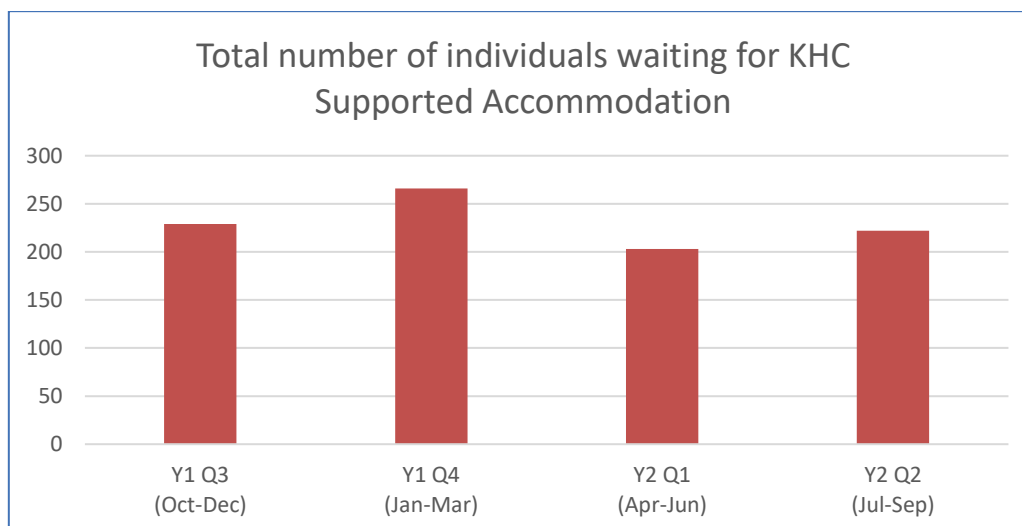
KHC has experienced a trend of increasing referrals, particularly following the beginning of the first lockdown in late March 2020; since then, we have seen referrals numbers increase by over 50%.



National macroeconomic factors, such as an increase in unemployment, have undoubtedly contributed to this trend.

An additional pressure that is Kent specific is Kent residents struggling to afford housing. Furthermore, mental health, substance abuse, and domestic abuse have all spiked since lockdown regulations were first implemented. These factors have already begun to accumulate in an increasing need for homelessness prevention support across the county.

This increase in demand is also attributed to central Government's funding to bring all rough sleepers off the streets and into accommodation for the duration of the pandemic. Whilst important, this directive was unaccompanied with any immediate additional funding for tenancy support. Accordingly, many entrenched rough sleepers were placed into temporary accommodation without any further guidance or support to maintain that tenancy. However, KHC has had a key role to play in ensuring that this cohort are empowered to succeed in their new accommodation, to achieve positive personal outcomes, and to avoid a return to homelessness.



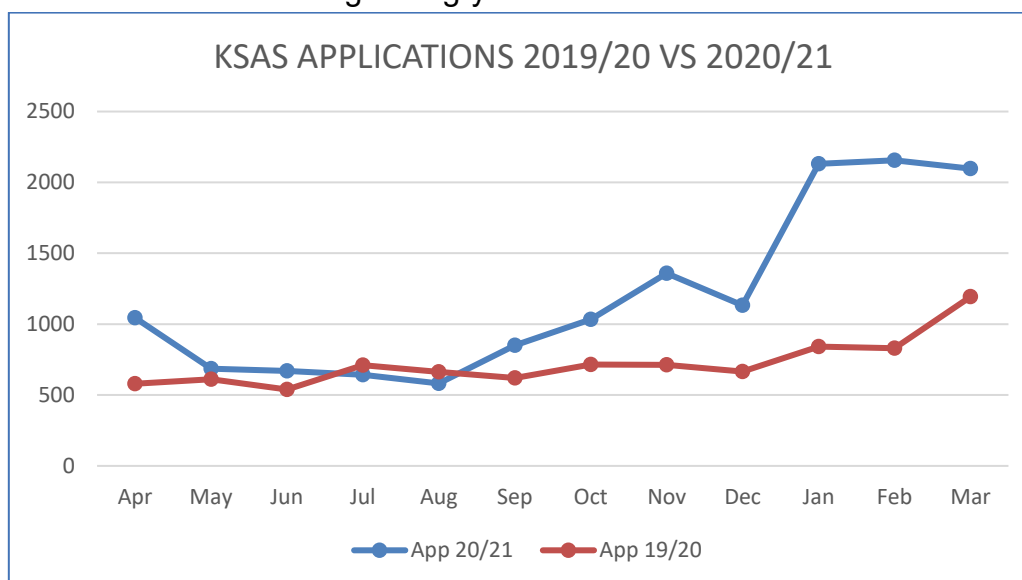
Supported accommodation waiting list numbers have remained somewhat consistent. This has been due, in part, to the central Government passing of the Coronavirus Act 2020, which put a stay on possession proceedings, and introduced the requirement for landlords to provide six months' notice in order to bring possession proceedings before the courts. Whilst this action has helped to relieve some of the burden placed on KHC, this is, and was only ever, a temporary measure. Accordingly, we are anticipating numbers of referrals and waiting list numbers to increase dramatically from April 2021.

The Integrated Community Equipment Service and Telecare services

In 2019/20, the ICES contract supported 60,578 new customers. The contract is designed to ensure as much equipment as possible is re-used. To this end, over 38,000 collections were completed across Kent. There are currently around 6,400 Telecare connections in place.

Kent Support and Assistance Service (KSAS)

KSAS has again this year provided vital support to individuals and families who are experiencing financial hardship. In 2019/20, KSAS received over 8,600 applications; in 2020/21, application numbers exceeded 14,300, equating to an increase of approximately 66%. Working with both internal and external agencies (for example, the Citizens Advice Bureau) has increased the profile of this service, which is now seen as critical to underpin KCC's recovery plans. As such, KSAS mobilised the distribution of over 25,000 free school meal vouchers in October 2021, supporting KCC's commitment that no child will go hungry in Kent.



The **Design and Learning Centre (DLC)** within the Council has a variety of initiatives to support the future shaping of Wellbeing and Preventive Services in Kent.

ENSURE: a model of peer support for vulnerable adults. Identifying people with lived experience to volunteer to receive training and support others aiming to increase personal confidence and resilience, less demand / reliance on formal care and great community integration.

EMPOWERCARE: to address issues of social isolation and loneliness and digital exclusion by recruiting volunteers who can support people to become digitally connected.

Social isolation and loneliness campaign: to raise awareness of social isolation and loneliness. The campaign will focus on raising awareness and giving people information about where to seek support (with a focus on community support) and promote formal and informal volunteering.

For more information visit: <https://designandlearningcentre.com/hub-overview/>

Our Future Needs

General Influential Trends

<p>The growth of the Kent population overall is forecast to be 20.2% up to 2026, but the forecast increase on those 85+ over the same timescale is 24.5%</p>	<p>Recorded dementia prevalence is increasing. The Kent average is 0.8%; the highest prevalence is in Thanet at 0.9%; the lowest in Dartford, Gravesham & Swanley at 0.62%</p>	<p>In Kent, one in four adults experience at least one diagnosable mental health problem in any given year</p>
<p>The areas projected to have larger than average growth in population are Dartford, Ashford, Sevenoaks, Thanet and Tunbridge Wells</p>	<p>WELLBEING AND PREVENTION AGENDA</p>	<p>Covid will continue to impact how face to face community support and wellbeing is delivered</p>
<p>The newly enacted Domestic Abuse Bill presents opportunities to further work with partners to tackle this horrific crime.</p>	<p>Fewer people with a learning disability in residential care means increased demand for community support</p>	<p>The UK digital switchover, to be rolled out in 2025, will mean all analogue technology will become obsolete</p>

- With an aging population, and significantly the growth of the older adult population in North and East Kent, it is expected **demand for Wellbeing Support for Older People will increase.**
- There is a predicted increase in demand for wellbeing services for vulnerable adults (especially those with learning disabilities and/or autism) and older people following the COVID pandemic due to **increased mental wellbeing issues** related to isolation.
- Demand for dementia support is predicted to change due to the COVID pandemic, with some evidence that people's conditions have progressed significantly towards requiring admission to care homes. However, with the prevalence of dementia increasing it is expected to see an **increasing demand for dementia support services.**
- It is anticipated that **demand for the Kent Homeless Connect Service will continue to rise** over the coming year, as national furlough schemes end, potentially leading to an increase in unemployment. The current stay on possession proceedings is due to end at the end of May 2021; it is anticipated that there may be an increased number of evictions once this stay is lifted.
- Much is being mentioned in the national media regarding the **increase in demand for mental health services** as a result of COVID. The mental health impact of lockdown regulations has yet to be truly felt; **Live well Kent** is working with CCG colleagues to look at how community mental health services can transform to meet this demand as well as how wellbeing and mental health can align to provide clear and easy access for individuals.

- Since April last year, the **Integrated Community Equipment Service (ICES)** has seen an **increase in demand for delivery of equipment**; this demand is as a result of pressures on the service to divert people from going into hospital and to be cared for at home, whilst also discharging patients from hospital with a package of equipment to enable recovery at home rather than remaining in hospital to fully recover. It is anticipated that there will continue to be a push to discharge patients at pace. Patients diagnosed with long COVID and being sent home will also need to be supported at home with equipment to maintain mobility and independence.
- **Demand for support from the Kent Integrated Domestic Abuse Service is expected to continue to rise over the next 12 months.** As lockdown measures end, agencies will begin to resume face to face contact with individuals, likely resulting in victims being identified and referred for support; victims will also have more opportunities to seek support. Due to an increase in case complexity (likely as a result of COVID) cases are having to remain open for longer and requiring more intensive support. Court system delays also mean that cases need to be open for longer. With victims of domestic abuse being given priority status for housing in the newly enacted Domestic Abuse Act, an increase in demand is expected.
- Evidence and learning through COVID has shown the **need for services to embrace assistive technology** and technological advances in delivering support; this is by no means a complete replacement of in person / face to face support but recognises some people's acceptance of using and communicating through online portals.
- **Demand for the Kent Support and Assistance Service remains stable albeit at the new increased levels of demand**; it is anticipated that, for at least the next financial year, applications to the service will remain at their current level and may even increase, particularly with the removal of furlough schemes across the UK.

Addressing the challenges

The pandemic response has required collaboration and joint working across the health and social care system; this has also been seen across community Wellbeing & Prevention. Working with our partners in the districts and health care, **services have adapted and flexed** to be able to deliver more online. Going forward, our recovery will include looking at where we can build on these different delivery models to allow greater reach for our commissioned services.

Asset based commissioning provides an opportunity to look more broadly at local needs and address requirements. KCC's community offer must reflect the communities it looks to support. We will work with our voluntary and community sector colleagues to understand what is already available and what is required, to ensure we commission to fill the gaps in provision, avoid duplication, achieve best value for money, and make best use of everything available to and within the community.

The recent white paper [*Integration and Innovation: working together to improve health and social care for all*](#), published on 11 February 2021, will be considered in our future updates and within the development of any future Wellbeing & Prevention services.

We have not determined these requirements alone. We have taken every opportunity to engage with our stakeholders, through a mixture of surveys, workshops, round-table discussions, one-to-one meetings, and experience feedback. We have sought the views of:

- | | | |
|---------------------|--|---|
| • Service Providers | • Health Colleagues | • Carers |
| • Voluntary Sector | • Local District Colleagues | • And, of course, people who currently use our services or may use them in the future |
| • Operational teams | • Wider Kent County Council colleagues | |
| • Healthwatch | | |

Our Intentions

Our Vision

Wellbeing and prevention services are not just about reducing the need for intensive services. If delivered effectively, wellbeing and preventive services can also **improve health, wellbeing, and quality of life** for individuals and local communities.

The future commissioning of wellbeing and preventive services needs to be **collaboratively developed** (with funders, providers and residents) and **procured jointly** across all statutory partners; this will bring greater alignment, synergy and efficiency across the health and social care wellbeing and prevention landscape, ensuring better outcomes for Kent residents.

When commissioning a wellbeing and/or preventive service, consideration should be given as to how it will fit alongside other services already delivered in the community, to **make best use of community assets** and avoid duplication, and to help **build community based solutions**.

We intend to move to having more partnership models, where asset-based approaches can be pursued and collaboration ensured.

Our intention is to enable people to **remain in their own home for as long as possible, where that is what they wish** and where that remains the right decision. Feedback from Kent residents clearly shows that they wish to explore Wellbeing & Prevention services prior to considering Accommodation with Care & Support. Continued **investment in community and preventive services** will support people to live independently for longer.

Our Key Aims

- 1 To create a well understood and streamlined outcomes framework**
to allow each resident's journey to be mapped
- 2 To reduce duplication**
and commission in the gaps
- 3 To understand locality pressures, and ensure adaptive contracting models**
to allow for transition of resources to where need is greatest
- 4 To support the creation of a Community Front door**
to enable smooth and streamlined access to community based support services

Our Next Steps

Our next steps are to complete the transition from grant funding of community wellbeing services to a contracted model - this work will continue into 2022. Once this is complete, the focus will be on ensuring that all contracted providers work collaboratively across the county to ensure people supported through these services see it as a holistic integrated service rather than multiple services in different areas. This includes working towards the creation of a Community Front Door.

What We Want from Our Providers

We want providers to shape their services to be more outcome focused, providing services that enable people to have more choice and control, and support them to achieve their goals.

We want to work with innovative providers who understand their role supporting residents. Collectively, and across the system, we should be:

- ensuring **community support** is **considered first**
- **preventing** our residents' **needs escalating**
- providing **clear access points** that are well understood.

We want to work with providers that have experience of the community landscape, and that can and will challenge us where our commissioned services are falling short in providing for local needs.

We want our providers to:

- **share our aspirations and Kent Values**
- **promote wellbeing** and **support recovery** and/or independence
- help people **build friendships and sustainable relationships**
- **support people to move to the most suitable services**, as and when required
- provide the **right support** where and when it is needed
- be **flexible** in meeting fluctuating needs
- take care in finding the **right worker match** in terms of interests, gender, and compatibility understanding that who delivers support is as important as the support provided
- have high **quality standards**
- **link closely with other services** at both an **operational** and **strategic** level
- ensure their services **play a key part in the local communities** within which they operate, connecting with other community members and groups
- aim to **employ a diverse workforce reflective of the local population** they serve

We expect our providers to:

- be **responsive, adaptive, and innovative**
- display **high levels of business acumen** and a **professional approach**
- **deliver** the types and levels of care that the Kent population desire and require
- be **Kent focused**
- have **robust Business Continuity Plans**
- have a **commitment to their staff** and the welfare of their staff
- ensure the greatest proportion possible of **fees go towards directly delivering services**
- work in an **open and transparent** way with KCC and with other providers to deliver the best outcome for Kent residents
- have **access to appropriate technology and software** for the delivery of services, communications, and reporting.

Social Value

‘Social value describes the wider social, economic and environmental benefits that can be secured for the community above and beyond the core requirements identified when supplies, services and works are commissioned.’ *Public Service (Social Value) Act 2012*

The council is committed to **maximising the community benefits of every penny we spend** and to improving the economic, social, and environmental wellbeing of Kent, by not simply considering the price of a service, but what can be achieved with the resources available.

We consider and act to make sure that social value can be enhanced, and equality can be advanced both:

- through the delivery of a service itself, and
- through additional value that a provider might offer in addition to the core requirements of a contract.

We **expect our providers to also consider how they can be of benefit to the local community** through increasing economic opportunities, improving social wellbeing and minimising environmental damage.

We should **all be focused on the outcomes** of greatest importance to the people of the County and we should all be thinking about how to allocate and make use of limited resources to the collective benefit of the community.

Kent County Council’s five social value priorities are:

- 1 Local Employment**
creation of local employment and training opportunities
- 2 Local Economy**
supporting local SMEs and buying locally where possible
- 3 Community Development**
development of resilient local community and community support organisations, especially in areas with the greatest need
- 4 Good Employer**
support for staff development and welfare within the service providers’ own organisation and within their supply chain
- 5 Green and Sustainable**
protecting the environment and minimising wastage

Our Environment & Climate Change Commitments

Kent County Council places significant value on Kent's rich and diverse natural environment and has made formal commitments to reduce its overall impact on the environment, achieve net-zero emissions and plan and adapt to a changing climate.

Kent County Council has an important role in ensuring Kent's residents and businesses benefit from sustainable growth and a competitive, innovative, and resilient economy. This should be balanced with protecting and improving our natural and historic assets, for their unique value and positive impact on our society, economy, health, and wellbeing.

We know that the council's activities and services have an impact on the environment. We have a responsibility to make sure environmental risks and opportunities are managed positively and our use of natural resources is minimised for the benefit of future generations.

The council has a well-established environmental improvement programme and has committed to achieving **net-zero carbon emissions by 2030 for its own estate and operations.**

We use the latest evidence of how the climate is predicted to change to inform business planning, to adapt and prepare services to minimise the disruption caused by severe weather, and to take account of the risks and opportunities of long-term climate change.

Working with public and private sector partners, the council will take action with the aim to achieve **net-zero carbon emissions by 2050 for the county.**

For the county to achieve net-zero carbon emission by 2050, the council's environmental commitments must extend to all contracted services and requires our providers to also:

- **adopt a formal approach to environmental management**, ideally by applying a recognised Standard such as ISO14001, EMAS, Acorn or the Kent STEM scheme
- **confirm their own organisational commitment to working towards net-zero emissions** for services provided to the council
- identify and apply innovative approaches to **avoid or minimise carbon emissions/embedded carbon** from materials, equipment, vehicles and working practices
- **report on environmental performance** at least annually, including progress towards net-zero carbon emissions, providing a breakdown of data to identify scope 1, 2 and 3 emissions being measured
- understand their climate risk and **undertake adaptive action to minimise impact from climate change**, including severe weather
- holistically **consider asset or service delivery plans to include long-term climate risks and opportunities** over their anticipated lifetime.

Our Promise to Providers

Priority will always be given to contracted providers who demonstrate an excellent working relationship with the council. But, to all providers delivering Wellbeing & Prevention services we promise:

- 1 To collaborate and consistently communicate**
co-producing services with stakeholders
- 2 Contracting arrangements that support our market position statement**
and direction of travel
- 3 Meaningful performance measures**
that will provide focus towards continually improving services
- 4 To ensure that providers are paid in a timely way**
- 5 Strategic relationships**
with locally cemented providers
- 6 Diversity of provision**
- 7 A high-quality offer**
that will support workforce recruitment, retention and development, including supporting training and development opportunities,
- 8 Fair costs and fair profit**
- 9 A level playing field**
for high-quality smaller and independent providers, as well as national providers
- 10 A focus on market failure and commissioning providers of last resort**

Let's continue the conversation...

We want to hear your thoughts, ideas, opinions and offers.

Whether you are a provider already delivering services for us, who could be delivering for us, or looking to enter the care market in Kent, or, if you are a member of the Kent care workforce with ideas you would like to share, then we would really like to hear from you.

Email us at kccaschmps@kent.gov.uk, and we can keep the conversation going.

Additional Information

Key Contacts

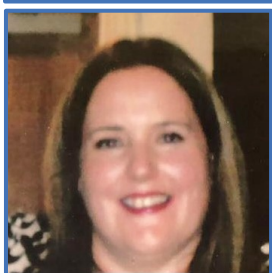


**Wellbeing & Prevention
Market Position Statement Leads**

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Other Information

More information on social care and health can be found at: www.kent.gov.uk/social-care-and-health/information-for-professionals

For a closer look at our information and data, please visit: www.kent.gov.uk/about-the-council/information-and-data

To view our adult social care policies, go to: www.kent.gov.uk/about-the-council/strategies-and-policies/adult-social-care-policies

For more information about the Care Quality Commission, the independent regulator of health and social care in England, visit: www.cqc.org.uk

This statement is intended to provide a **starting point** upon which we can establish **ongoing dialogue** with providers as we work together to develop the market; it will **develop organically**, through **periodic review** or following any significant development.

For providers interested in delivering our services, information about existing contracts and forthcoming tendering opportunities across Kent can be found by accessing the **Kent Business Portal**.

Registration is free and your company profile will be immediately available for opportunities managed by over 30,000 buyers from over 400 private, public sector and 3rd sector organisations.

Once your company name and email address has been verified you will be asked to complete a short registration process including basic company details and contact information. Upon submission, your registration application will be reviewed, and you will be sent an email confirming next steps.

As part of your company profile, you can stipulate your preferred opportunity areas of interest along with geographical locations to which you can supply your goods & services. Your interests will be matched against the latest published opportunities and you will be notified by email. The email will contain links to review, and if you wish, express your interest in each of the opportunities.

www.kentbusinessportal.org.uk