

**READING BOROUGH COUNCIL**  
**REPORT BY MANAGING DIRECTOR**

<b>TO:</b>	POLICY COMMITTEE		
<b>DATE:</b>	14 MARCH 2016	<b>AGENDA ITEM:</b>	10
<b>TITLE:</b>	NARROWING THE GAP COMMISSIONING FRAMEWORK - SUCCESSFUL BIDS		
<b>LEAD COUNCILLOR:</b>	COUNCILLOR LOVELOCK	<b>PORTFOLIO</b>	CORPORATE SERVICES
<b>SERVICE:</b>	POLICY & VOLUNTARY SECTOR/ WELLBEING SERVICE	<b>WARDS:</b>	BOROUGHWIDE
<b>LEAD OFFICER:</b>	JANETTE SEARLE/ IRENE CAMERON	<b>TEL:</b>	0118 937 3753 0119 937 2387
<b>JOB TITLE:</b>	PREVENTATIVE SERVICES DEVELOPMENT MANAGER/ TEAM LEADER - FUNDING SERVICES	<b>E-MAIL:</b>	<a href="mailto:Janette.searle@reading.gov.uk">Janette.searle@reading.gov.uk</a> <a href="mailto:irene.cameron@reading.gov.uk">irene.cameron@reading.gov.uk</a>

**1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 To report on the successful outcomes of the bidding process for the Narrowing the Gap Bidding Framework following the standstill period.
- 1.2 A list of successful bidders is attached as Appendix 1 of the report.
- 1.3 It is important to note the service delivery expected of successful bidders, and how these arrangements will be monitored for quality and consistency. Information on outcomes and monitoring arrangements are set out as follows:

Appendix 2: Service delivery outcomes expected of successful bidders  
Appendix 3: Funding and outcome monitoring arrangements

**2. RECOMMENDED ACTION**

- 2.1 That Policy Committee notes the report.

**3.0 POLICY CONTEXT**

- 3.1 Policy Committee approved the Narrowing the Gap Bidding Framework at its meeting on 2 November 2015. The full framework was attached as an appendix to the report seeking this approval.
- 3.2 The Bidding Framework was developed in consultation with stakeholders including third sector partners. The Framework articulates the Council's priorities and sets clear expectations as to the outcomes the Council wishes to achieve through its block funding agreements with community based organisations.
- 3.3 The Narrowing the Gap Bidding Framework sets out the Council's strategic vision for voluntary sector infrastructure support, as well as the outcomes it wishes to achieve in relation to tackling poverty, promoting wellbeing and supporting thriving communities.
- 3.4 On 15 February 2016, Policy Committee was informed of the results of the evaluation of all bids received under the Framework according to published criteria. These results

were then communicated to bidders. In areas where more than one eligible bid was received, there was then a 10 day standstill period to allow bidders to satisfy themselves that their bid had been properly scored against the published evaluation scheme. Officers were provided with delegated authority to enter into arrangements with suitably experienced providers in three service areas where no bids had been received.

#### **4 NARROWING THE GAP BIDDING FRAMEWORK OUTCOMES**

- 4.1 There are 25 bidding areas across the 7 themes of the Bidding Framework, with a total of 35 bids received. 7 bidding partnerships were formed to facilitate access for smaller local organisations and to share expertise in order to deliver the service outcomes. Two bids were ineligible as they were explicit proposals to offer only part of the service described within the relevant bidding area.

A list of successful bidders is attached at Appendix 1 of this report

#### **5 CONTRIBUTION TO STRATEGIC AIMS**

- 5.1 Objectives are in line with the Council Priorities as set out in the Corporate Plan 2015-2018, in particular: -

- Safeguarding and protecting those that are most vulnerable
- Providing the best life through education, early help and healthy living
- Keeping the town clean, safe, green and active
- Providing infrastructure to support the economy
- Remaining financially sustainable to deliver these service priorities

#### **6 COMMUNITY ENGAGEMENT AND INFORMATION**

- 6.1 Key stakeholders have been involved in the development of the Narrowing the Gap Commissioning Framework through a series of consultation events.
- 6.2 Bidders were able to seek clarification on any points of detail throughout the bidding period. Responses were published to all organisations which had registered an interest in the Bidding Framework via the InTend system. This facilitated prompt responses to 38 queries shared with all bidders to ensure consistency of advice.
- 6.3 Bidders were informed of their own score and that of the highest scorer in the area they had bid for (where relevant), as well as being given feedback detailing the rationale for the scores awarded. This gave bidders the necessary information to challenge any failures to apply the published evaluation criteria, and a standstill period was provided to give the opportunity for any such challenges to be raised. There were none.

#### **7 EQUALITY IMPACT ASSESSMENT**

- 7.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2 An Equalities Impact Assessment of the proposal was provided to Policy committee on 15 February 2016.

## 8. LEGAL IMPLICATIONS

8.1 There is a legal requirement to set a balanced budget and also to consult on major issues

8.2 The Local Government Act (2000) gives certain local authorities power to promote or improve the economic, social, or environmental well-being of their area (the “well-being power”). However, the Care Act (2014) creates a new statutory duty for local authorities to promote the well-being of individuals. This duty - also referred to as ‘the well-being principle’ - is a guiding principle for the way in which local authorities should perform their care and support functions.

8.3 The Care Act also places a duty on local authorities to provide or arrange services that reduce needs for support from people with care needs and their informal carers, and contribute towards preventing or delaying the development of such needs. Adopting the Narrowing the Gap Framework has supported meeting the Council’s Care Act duties by giving the Council a clearer market shaping role in relation to preventative services.

## 9. FINANCIAL IMPLICATIONS

9.1 Allocations are within budgets approved at the meeting of the Policy Committee on 30 November 2016, in the context of budget savings proposals.

## 10. BACKGROUND PAPERS

- Proposed Service Offers and Budget Proposals 2016-19 to Narrow the Budget Gap - report to Policy Committee 20 July 2015
- Narrowing The Gap Commissioning Framework And Support For The Third Sector - report to Policy Committee on 2 November 2015
- Narrowing the Gap Commissioning Framework - Bidding Outcomes - report to Policy committee on 15 February 2016

# APPENDIX 1 - SUCCESSFUL BIDS

BIDDERS	FUNDING ALLOCATION
<b>THEME 1. Tackling Poverty</b>	
<b>1.1 Meeting Basic Needs</b>	<b>£66,000 in 2016/17 &amp; £44,000 in 2017/18</b>
Christian Community Action Ministries	Partnership
FAITH (Readifood)	Partnership
CIRDIC (Churches in Reading Drop In Centre)	Partnership
Reading Refugee Support Group	Partnership
<b>1.2 Maximising Income</b>	<b>£338,000 in 2016/17 &amp; £223,000 in 2017/18</b>
Citizens Advice Reading	Partnership
Reading Community Welfare Rights Unit	Partnership
Communicare	Partnership
<b>1.3 Employability</b>	<b>£60,000 in 2016/17 &amp; £33,000 in 2017/18</b>
Reading Community Learning Centre	Partnership
Reading Refugee Support Group	Partnership
Communicare	Partnership
<b>THEME 2. Healthy &amp; Thriving Communities</b>	
<b>2.1 Supporting Participation &amp; Engagement</b>	<b>£83,000 in 2016/17 &amp; £55,000 in 2017/18</b>
Reading Voluntary Action	
<b>2.2 Organisational Development</b>	<b>£80,000 in 2016/17 &amp; £52,000 in 2017/18</b>
Reading Voluntary Action	
<b>2.3 Volunteering Governance and Brokerage</b>	<b>£38,000 in 2016/17 &amp; £25,000 in 2017/18</b>
Reading Voluntary Action	
<b>2.4 Support for Marginalised Communities</b>	<b>£83,000 in 2016/17 &amp; £55,000 in 2017/18</b>
Alliance for Cohesion & Race Equality	

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**BIDDERS**

**FUNDING ALOCATION**

**THEME 3. Help to Navigate Care & Support Services**

<b>3.1 Targeted information &amp; advice provision for people with current or emerging care and support needs</b>	<b>£57,000 p.a.</b>
Reading Mencap	Partnership
Age UK Berkshire	Partnership
Age UK Reading	Partnership
Communicare	Partnership

**Theme 4. Self Advocacy & Peer Support**

<b>4.1 Self Advocacy Provision for adults with a learning disability</b>	<b>£29,000 p.a.</b>
Talkback	
<b>4.2.3 Adults and families affected by a Hearing Impairment</b>	<b>£15,000 p.a</b>
Reading Deaf Centre	
<b>4.2.4 Adults and families affected by Autism</b>	<b>£15,000 p.a</b>
Autism Berkshire	
<b>4.2.6 Adults and families affected by Multiple Sclerosis</b>	<b>£15,000 p.a.</b>
Berkshire MS Therapy Centre	Partnership
Reading, Wokingham & District MS Society	Partnership
<b>4.2.7 Adults and families affected by Parkinson's Disease</b>	<b>£15,000 p.a.</b>
Parkinson's Society (Reading branch)	

**THEME 5. Supporting Carers to take a break outside caring**

<b>5.1 Replacement care/ community respite services</b>	<b>£70,000 p.a.</b>
Carers Trust East Midlands	Partnership
Reading Mencap	Partnership

**THEME 6. Reducing the Impact of Illness**

<b>6.1 Supporting people to re-settle at home following a period of hospitalisation</b>	<b>£34,000p.a</b>
British Red Cross	
<b>6.2 Handyperson Service</b>	<b>£20,000 p.a</b>
Age UK Berkshire	

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**BIDDERS**

**FUNDING ALLOCATION**

**THEME 7. Connecting people and communities to reduce loneliness**

<b>7.1 People whose first language is BSL and people with an acquired hearing impairment</b>	<b>£22,000 p.a</b>	<b>£22,000 p.a</b>
Reading Deaf Centre		
<b>7.2 People with a learning disability or who are on the Autistic Spectrum</b>		<b>£17,000 p.a</b>
Reading Mencap		
<b>7.3 People with a physical disability</b>		<b>£15,000 p.a.</b>
Enrych		
<b>7.4 People with a visual impairment</b>		<b>£22,000 p.a</b>
Reading Association for the Blind		
<b>7.5 Isolated members of minority ethnic communities</b>		<b>£37,000 p.a.</b>
Reading Community Learning Centre		Partnership
Communicare		Partnership
Indian Community Centre		Partnership
Pakistani Community Centre		Partnership
Hibernian Club		Partnership
Polish Millennium Club		Partnership
<b>7.6 People who are becoming frail or isolated through old age or the effect of LTCs</b>		<b>£72,000 p.a.</b>
Age UK Berkshire		Partnership
Alzheimers Society		Partnership
Engage Befriending		Partnership
Get Berkshire Active		Partnership

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## APPENDIX 2 BIDDING AREAS AND DELIVERY OUTCOMES

### 1:1 Providing practical support for the most vulnerable individuals in society to meet their basic needs

- People in crisis who cannot afford to meet their basic needs receive practical help
- Individuals in crisis identify and resolve their problems
- Vulnerable people receive advice, support and practical help to meet their basic needs
- Relevant Voluntary and Statutory Agencies are aware of these individuals and provide a coordinated response, helping move people out of crisis and into a sustainable lifestyle
- Current issues are identified and joint action taken e.g. winter warmth campaigns

### 1:2 Provide support for individuals to maximise their daily income

- Individuals that have experienced discrimination or bad practice are empowered to access their rights
- Individuals have every opportunity to maximise their income, manage their debts, prevent homelessness and improve their choices/ opportunities
- Individuals are empowered to access digital channels
- Skilled and coordinated advice services are available to Reading residents in a variety of settings
- Every contact matters -Front line workers in both the statutory and voluntary sector are better informed about signposting and referral, and are able to deal competently with first contact
- Current issues are identified and joint action taken e.g. benefit take up for older people, loan sharks, fair employment

### 1:3 Provide support for people to take steps towards employment

Individuals: -

- have made demonstrable progress towards acquiring basic skills - language, literacy and numeracy - to support engagement in daily life in the local area
- are aware of the skills that they can offer and confidence to make progress
- have a CV to support job applications
- have the confidence and knowledge to engage with the job market
- are able to sustain suitable employment

### **2:1 Supporting participation and engagement**

- Increased 'neighbourliness' and levels of trust among neighbours
- Levels of participation increase - the community is active and engaged in making their neighbourhood clean, green and safe
- Health outcomes are improved - there is a sense of well-being and access to local health-promoting activities
- Local skills are acknowledged and enhanced
- Agencies are able to work in partnership with local residents on locally identified needs and issues
- There is effective communication and collaboration amongst local voluntary and community groups

### **2:2 Organisational development**

- The third sector is influential as a force for positive change in Reading.
- Comprehensive, current and relevant intelligence on the shape, nature and impact of voluntary action is available in order to enable effective strategic planning.
- Partnership of agencies best equipped to deliver services and provide support.
- Motivated and well-informed sector that considers its opinions are heard by local government
- The economic value of the sector's contribution is recognised.

### **2:3 Volunteering governance and brokerage**

- Everyone who lives in Reading can access information about volunteering opportunities and how to get involved in community action and is encouraged to do so.
- Reading VCS have the resources and support they need to be able to provide a broad range of rewarding volunteering opportunities.
- Any barriers to participation are identified and overcome through the proactive development of activity or through influencing and supporting others to do so.
- The positive contribution made by volunteers is highly visible in the town and policy is developed in ways that supports rather than hinders volunteering.



## 2:4 Support for Marginalised Communities

- Local agencies are informed and able to respond quickly to issues that impact on diverse communities in Reading, particularly hate crime
- Marginalised communities have knowledge and understanding of local systems
- Marginalised communities feel that they are included and can influence local services
- Local community leaders are well-informed and make effective use of their networks to ensure that members of their community are able to take part in daily life
- The wider community responds positively to the diverse nature of the local population

## 3. Targeted information and advice for people with current or emerging care and support needs

The provision will draw on information tools available from the local authority and partners (such as the Reading Services Guide at <http://servicesguide.reading.gov.uk>) to help people understand:

- the care and support system
- the types of care and support, and the choice of care providers available in the Reading area
- how to access the care & support available locally
- how to access independent financial advice on matters relating to care and support
- how to raise concerns about the safety or wellbeing of an adult with care and support needs
- how to access other services to promote physical and emotional wellbeing
- how to give feedback to help improve and develop the Reading Services Guide and other information sources.

The provision will encourage people to self-serve; but will assist those people who may need more support to make use of the information in the Guide (which will include assistance with form-filling). The provision will include outreach where necessary (e.g. Home visiting)

#### **4:1 Self-advocacy provision for adults with a learning disability**

Adults with a learning disability are supported to:

- Have a voice in their community
- Choose their support
- Shape the services they use

The provider will support and maintain the Reading Learning Disability Partnership Board as a vehicle for achieving these outcomes, but will be expected to offer services through a range of locations and covering issues as raised by service users.

#### **4:2 Services to facilitate peer support AND/OR social skills training for adults affected by long term health conditions (and their families where relevant).**

Service users with care and/or support needs can:

- Be supported to establish contact with others affected by similar long-term health conditions.
- Share and benefit from one another's knowledge
- Undertake social skills training
- Learn the basic skills of self-management

#### **5. Replacement care (respite) provision delivered at home or in the community, which provide opportunities for unpaid carers to take time away from caring or to enjoy social contact**

Carers can:

- Take planned breaks from caring
- Maintain wider social contacts
- Access peer support
- Take part in social activities with the person they care for

#### **6:1 Supporting people to re-settle at home following a period of hospitalisation**

People:

- Are supported in their re-enablement at home following a hospital stay.
- Have a reduced risk of re-admission.

## 6.2 Handyperson Service

Service users are supported to:

- Resolve hospital discharge-related work and emergency household repairs within 2 working days.
- Access any associated services that might be relevant to their care needs.

Emergency tasks can include replacing light bulbs or fittings; replacing fuses and plugs; unblocking sinks; putting up curtains; securing carpets; moving small furniture; repairing catches to loose fitting windows; etc. Based on historic data, we expect demand to equate to 100-150 work requests per annum.

## 7. Opportunities for adults with current or emerging care needs to enjoy social contact and so reduce their risk of loneliness

7.1 People whose first language is British Sign Language and people with an acquired Hearing Impairment

7.2 People with a Learning Disability or who are on the Autistic Spectrum

7.3 People with a Physical Disability

7.4 People with a Visual Impairment

7.5 Isolated members of minority ethnic communities, including people from:

- Middle Eastern or Asian communities
- Eastern European communities
- the Irish Community
- the Nepalese Community
- African or West Indian communities

7.6 People who are becoming frail or isolated through old age or the effect of long term health conditions

Service users partake in communal (one to one or larger group) leisure activities that:

- Promote physical & emotional wellbeing.
- Promote independence.
- Develop their skills and personal resilience.

Providers will be expected to reflect known risk factors for loneliness as these may affect different groups in how they develop and promote services.

Providers will need to ensure that the service they offer includes some outreach provision for those clients who may be house-bound or otherwise find it hard to engage with services.

## APPENDIX 3 - FUNDING AND MONITORING ARRANGEMENTS

### FUNDING ARRANGEMENTS

The successful bidder(s) for funding will be offered a Service Level Agreement, detailing terms and conditions relating to payment. The agreement will include arrangements that will be put in place to explain how the outcomes are delivered.

Funding will usually be made in a number of payments, the continuation of which may rely on proof that outcomes are being delivered.

### Suspension or repayment of the funding

Based on the outcome of the reviews, if there is a significant level of dissatisfaction with delivery of the service / irregularities in performance the Council will require the organisation to produce exception reports which detail how performance will be recovered in a given period of time.

In the event that the Council is of the opinion that there is a breach of the agreement, the Council may deduct payment of the funding for failure to provide services. We may arrange for a 3<sup>rd</sup> party to provide part or all of the services. We may also require repayment of any part of the funding which has not been used to provide services set out in the contract.

### MONITORING OUTCOMES

#### How will we know that our outcomes are being achieved?

The Council will need to show what impact the activities it has supported have had on the outcomes we have set. We will look for a combination of information about how much of something is being done, and how effective it has been - as per the Outcomes and Performance Indicators listed against each service type above. Each area of monitoring information is equally important in the eyes of the Council; no one area will be deemed more important than others.

Each successful organisation will be provided with a quarterly monitoring form that will enable them to report against the PIs listed against the service type they have successful bid for. This form will also ask the provider to detail where appropriate:

- No. of clients that have been informed of additional services that reflect the diverse needs they present + whether a subsequent referral has been made.
- A list of services the provider has been working in partnership with.
- A demographic breakdown of clients engaging with the service, covering age, ethnicity and gender.

- An overview of how the service has targeted hard-to-reach<sup>1</sup> clients, and how successful these efforts have been.
- An overview of service user feedback from the quarter, and the actions taken as a result of this feedback.

Where services are targeted at individuals with care needs, the provider will also be asked to detail:

- A sampling of Emotional Wellbeing data, gathered from use of a structured method of capturing emotional wellbeing measures (for example, use of an outcomes star).

### Monitoring and reviewing arrangements

As noted above - as part of the assessment process, the Council may invite successful candidates to meet with the assessment team in order to clarify their responses. This will offer bidders the chance to suggest and agree any particular refinements to the performance indicators (PIs). The agreed PIs will then form part of the Service Level Agreement that is issued to the bidder in respect of the funding arrangement.

Successful organisations will then be required to submit performance reports in relation to how the services are delivering the specified outcomes. Performance reports will include:

- Performance indicators for specified objectives and outcomes (as above).
- A log of safeguarding issues and complaints & how these have been dealt with.
- Case studies (optional: providers are free to submit these if they wish to provide further details on the work they've completed).

Providers will submit monitoring reports via email on a quarterly basis. The service commissioners do not expect to carry out monitoring meetings or visits to accompany them, but reserve the right to request accompanying monitoring meetings in the event that they feel there is a need for them (e.g. if a service appears to be underperforming).

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<sup>1</sup> "Hard to reach" in this context refers to the "demographics with the lowest engagement rates", as highlighted in the engagement data gathered by the provider each quarter. At the commencement of the funding arrangement, the Council will liaise with each successful provider to further clarify other demographics that this term might include.