

**HOUSING RELATED SUPPORT SERVICES**

*To:* **Children & Young People Committee**

*Meeting Date:* **7<sup>th</sup> July 2020**

*From:* **Oliver Hayward, Assistant Direct Director: Commissioning**

*Electoral division(s):* **All**

  

*Forward Plan ref:* **KD2020/026**      *Key decision:* **Yes**

*Purpose:* **To agree contract extensions for Housing Related Support Services**

*Recommendation:* **The Committee is asked to;**  
    **a) Note the content of this report**  
    **b) Agree to the requested contract extension (2.3.2)**

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## **1. BACKGROUND**

- 1.1 Housing Related Support (HRS) services provide dedicated support staff who are able to deliver specialist support to individuals to enable them to develop independent living skills and maintain their accommodation. The support provided is tailored to meet the specific needs of each person with key examples including support to access benefit and/or manage issues such as addiction, mental health issues and emotional wellbeing. Costs relating to accommodation, such as rent and service charges, are not covered by this funding.
- 1.2 In January 2020, the Children and Young People Committee was presented with a proposed approach to managing the development of HRS services with accompanying timescales. Whilst a significant amount of progress has been made since this date, Covid-19 has had an impact on timescales originally set. This report provides an overview of progress to date and amended timescales along with an accompanying recommendation relating to the extension of existing arrangements.

### **1.3 Progress To Date:**

To date, the following has been achieved:

- Delivery of £372k of savings to date, with further savings of £206k due to be delivered in 2021/22.
- In November 2019, the Council commissioned Arc4 to undertake a targeted piece of research to enable us to ensure that the service redesign work is underpinned by the best possible understanding of the needs of our vulnerable homeless population. This work has concluded.
- To ensure that homeless young people accessing Housing Related Support services get the best outcomes possible, the Council has been working with providers and partners in Cambridge City to develop a new model of delivery that also promotes some of the best practice elements of the St. Basil's Pathway

## **2. MAIN ISSUES**

### **2.1 Impact of Covid 19 on HRS Review**

- 2.1.1 All market engagement, stakeholder engagement and discussions with other Commissioning partners regarding the HRS Review and redesign has had to be paused since the 23 March 2020 to enable the focus of all agencies to be on responding to the national emergency.
- 2.1.2 This has meant that we have been unable to undertake any of the following pieces of work which were required to inform our redesign and procurement:
- Consultation on the draft HRS Commissioning Strategy
  - Publish and seek feedback on the final arc4 report and recommendations
  - Soft market testing to inform new service delivery models
  - Seek feedback on potential new models of service delivery
  - Engagement with Members through the Member Reference Group

### **2.1.3**

Given our inability to engage the market appropriately to obtain the best outcome from tender, undertaking a competitive procurement process during the pandemic would have presented significant risks, including:

- Development of an ineffective procured solution due to lack of robust consultation, feedback and engagement
- Lack of response from the market given a number of existing providers would have been unable to resource tender bids or develop consortia due to Covid 19 pressures
- An inability to explore potential joint commissioning opportunities
- Potential for challenge if the process was viewed as 'unfair and unreasonable'
- Focus of providers would have been taken away from Covid 19 activities to respond to tender
- Breakdown in relationships due to perceived pressure to deliver and respond to procurement
- Impact on partnership working to support delivery of emergency rough sleeper interventions during Covid 19
- Negative impact on Council's reputation

#### 2.1.4

The delay in commencing the procurement process means that the new contracts for the remodelled services will not be able to commence from 1<sup>st</sup> April 2021 and therefore anticipated savings will be delayed.

#### 2.1.5

At the current time, providers are still managing the impact of Covid on service delivery, therefore their capacity to engage in consultations and procurement processes is still significantly restricted.

## 2.2 Current status

2.2.1 A first draft of the HRS Commissioning Strategy has been completed ready for initial consultation.

2.2.2 The Arc4 research is completed and a first draft of the report has been shared with key partners, with a final version expected at the end of June 2020.

2.2.3 Discussions are taking place with Procurement to inform a new timetable and discuss the best approach in the light of Covid-19.

2.2.4 Discussions will be taking place with providers to identify the negative and positive impacts of Covid on service delivery. This will give us an opportunity to consider how emerging good practice and new approaches in our service re-design their needs at any given point on their journey.

## 2.3 Next Steps

2.3.1 The proposed timetable shown below will ensure that the Council can;

- offer meaningful opportunities for engagement with partners, providers and clients to enable us to collaboratively develop new models of service delivery
- allow sufficient time for feedback to be provided on the HRS Commissioning

### Strategy and the Arc4 Research Report

- undertake an effective and robust procurement exercise
- ensure providers are able to focus adequate time and resources on Covid Recovery
- Re-instate the Member Reference Group to ensure engagement with members on the proposed delivery models.

Task	Date
Final version of arc4 report received and circulated	July 2020
Development of Action Plan from arc4 Research	July 2020
Draft HRS Strategy circulated for comment and feedback	July / August 2020
Final version of HRS Strategy signed off by Committee	October 2020
Development of models: <ul style="list-style-type: none"> <li>○ Market engagement / soft market testing</li> <li>○ Engagement with provider</li> <li>○ Engagement with clients</li> <li>○ Engagement with partners</li> <li>○ Engagement with members</li> </ul>	September - December 2020
Final proposed service models drafted	December 2020
Attendance at Adults & CYP Committees to request approval of Service Models and Procurement approach	January 2021
New contracts commence	1 <sup>st</sup> January 2022

### 2.3.2

To ensure that sufficient time is provided to cover the elements above, a further extension of contracts up to 31 December 2021 will be required for the services listed below:

Service	Provider	Current contract end date	Value of extension
Cambridge Youth Foyer	Riverside Group	31.03.2021	£133,950
Castle Project	Richmond Fellowship	31.03.2021	£127,500
Whitworth House	Orwell Housing Association	31.03.2021	£49,315
Queen Anne House	YMCA Trinity	31.03.2021	£285,000
Railway House	CHS Group	31.03.2021	£75,386
Ely Young Persons Project	CHS Group	31.03.2021	£76,850
The Staithe	CHS Group	31.03.2021	£128,430
Peter Maitland Court	CHS Group	31.03.2021	£59,821
Kings Ripton Court	The Salvation Army	31.03.2021	£178,644
Paines Mill Foyer	Longhurst Group	31.03.2021	£83,097
Wisbech Foyer	Longhurst Group	31.03.2021	£82,787

### 2.3.3

The combined value of the extensions being sought is £1,280,779.

## 3. ALIGNMENT WITH CORPORATE PRIORITIES

### 3.1 A good quality of life for everyone

The report above sets out the implications for this priority in sections 1 and 2.

### **3.2 Thriving places for people to live**

There are no significant implications for this priority.

### **3.3 The best start for Cambridgeshire's Children**

There are no significant implications for this priority.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

- The Housing Related Support budget is reducing and this will impact on what can be delivered in future
- Moving to new delivery models which reflect best practice may require further short term investment from the Transformation funding allocated to the Housing Related Support review
- Any decision to maintain a service beyond the proposed savings realisation date will result in a reduced saving within that financial year

### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

- To take account of the impact of Covid 19, the start date for new contracts will need to be put back to January 2022

### **4.3 Statutory, Legal and Risk Implications**

- The services are non-statutory so are not subject to any statutory guidance
- It is likely that this project will continue to generate ongoing media attention

### **4.4 Equality and Diversity Implications**

- The redesign of services will include looking at current pathways and access to ensure that establish that services are easily accessible and that those in greatest need can be prioritised for services
- Due regard has been given to the Council's Equalities duties under the Equality Act 2010 and Community (Equality) Impact Assessments have been completed for all proposals

### **4.5 Engagement and Communications Implications**

- The view of current and potential services users will be sought as part of the young person's service redesign work
- The view of those with lived experience will be sought as part of the redesign work around adult homeless services
- Regular catch up meetings are taking place between the Communications Lead & Lead Commissioner

#### 4.6 Localism and Local Member Involvement

- The Member Reference Group will be re-instated to ensure they are fully involved in discussions relating to service models and redesign.

#### 4.7 Public Health Implications

- By redesigning services we will be promoting easier access to services for those who need them and enabling access to be prioritised for those most in need

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Officer: Martin Wade
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Will Patten
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Jo Dickson
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Will Patten
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
Report to the Children and Young People Committee 21 January 2020	<a href="https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1029/Committee/4/SelectedTab/Documents/Default.aspx">https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1029/Committee/4/SelectedTab/Documents/Default.aspx</a>