

HOUSING RELATED SUPPORT SERVICES

To: **Adults Committee**

Meeting Date: **2 July 2020**

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

Electoral division(s): **All**

Forward Plan ref: **2020/022** *Key decision:* **Yes**

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

Recommendation: **The Adults Committee is asked to;**

- 1) Note the content of this report**
- 2) Agree to the requested contract extension (2.3.2)**

<i>Officer contact:</i>	<i>Member contacts:</i>
Name: Lisa Sparks Post: Commissioner - HRS Email: lisa.sparks@cambridgeshire.gov.uk Tel: 01223 699277 / 07900 163590	Names: Councillor Anna Bailey Post: Chair Email: Anna.bailey@cambridgeshire.gov.uk Tel: 01223

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, Adults Committee were 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 will seek to provide 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:
- 1.3.1 • Delivery of £372k of savings to date, with further savings of £206k due to be delivered in 2021/22.
 - 1.3.2 • 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.
 - 1.3.3 • Development of the Housing First Model - To ensure that rough sleepers and vulnerable homeless adults accessing Housing Related Support services get the best outcomes possible within the funding available - the Council has been working with district partners to establish Housing First (a recognised good practice model) in Cambridgeshire, building on the Cambridge City pilot. Whilst traditional hostel style accommodation works for many people who are homeless and require support, Housing First provides an opportunity to support those with the most complex needs in a way that enables them to engage and begin to make changes in a way that is manageable for them.
 - 1.3.4 • Following a successful bid for funding from the Ministry of Housing Communities and Local Government (MHCLG), the County has secured funding for a year for the 'Counting Every Adult Team' to work with partners to begin delivering an expanded Housing First programme in Cambridge and across Fenland. Through delivering services differently, we can also realise some of the required savings for the Council whilst still maintaining dedicated accommodation and support for people who are rough sleeping, homeless or at risk of homelessness.

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 23rd March 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 1st 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 The work to expand Housing First has been able to continue during this period, but has been subject to delays following additional challenges around staff recruitment at this time and being able to progress with offers of properties.
- 2.2.2 A first draft of the HRS Commissioning Strategy has been completed ready for initial consultation. This strategy incorporates a wide range of information from the District Councils as well as data from the arc4 Research. Further consultation of the draft document is required in order for it to be a robust and overarching strategy to inform the Council's HRS commissioning intentions.
- 2.2.3 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. This report details a

number of recommendations which require further discussion and agreement to form an action plan which can be adopted system wide.

2.2.4

Discussions are taking place with Procurement to inform a new timetable to enable a robust and competitive tender process to take place. Further advice is required to facilitate the best approach in the light of Covid 19 and enable providers to engage with a procurement in the coming months.

2.2.5

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 could be incorporated into our service re-design.

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"> ○ Market engagement / soft market testing ○ Engagement with provider ○ Engagement with clients ○ Engagement with partners ○ Engagement with members 	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 st January 2022

- 2.3.2 To ensure that sufficient time is provided to cover the elements above, a further extension of contracts up to 31.12.2021 will be required for the services listed below

Service	Provider	Current contract end date	Value of extension
Jimmy's Assessment Centre & Abbey Street Move-On	Jimmy's	31.03.2021	£311,782
222 Victoria Road & The Springs	Riverside Group	31.03.2021	£228,144
Willow Walk	Riverside Group	31.03.2021	£179,874
Homeless Housing Related Support Service	Cambridge Cyrenians	31.03.2021	£104,376
Corona House	CHS Group	31.03.2021	£64,258
The Ferry Project	Chorus Homes	31.03.2021	£175,130

- 2.3.4 The combined value of the extensions being sought is £1,084,224.

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 Assessment s 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: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes or No Name of Officer:
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Officer: Fiona Mc Millan

Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Oliver Hayward
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Matt Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Oliver Hayward
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Kate Parker

Source Documents	Location
None	