

## Housing Related Support (HRS) Update and Approach

To: Adults Committee

Meeting Date: 18 March 2021

From: Wendi Ogle-Welbourn – Executive Director, People and Communities

Electoral division(s): All

Forward Plan ref: 2021/017

Key decision: Yes

Outcome: To provide Committee with an update on the redesign of Housing Related Support Services for Adults  
To approve the new timescales for the planned procurement.  
To seek approval from Committee to extend current contracts in line with the Procurement timetable.

Recommendation: Adults Committee is recommended to;

- a) Note and comment on the update provided
- b) Approve the new timescale for Procurement
- c) Approve the requested extensions for HRS contracts

### Officer contact:

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### Member contacts:

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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 develop life skills and/or manage issues such as addiction, mental health issues and emotional wellbeing.
- 1.2 Costs relating to accommodation, such as rent and service charges, are not covered by this funding.
- 1.3 The services do not deliver any statutory homelessness function. The statutory duty for homelessness sits with the District Councils. The funding provided by Cambridgeshire County Council ensures that there are support services available for those who have become homeless as a result of their support needs, and therefore require more than just a roof over their head to resolve the situation.
- 1.4 A review of Housing Related Support (HRS) services was completed in 2018. One of the key recommendations from this was a need to consider redesigning current support services for homeless adults.
- 1.5 A new Housing Related Support Strategy was approved by Adults Committee in December and this sets out the aim to commission services to meet the following requirements:
  - Redesigning services to enable them to meet some of the gaps identified by the HRS Review and arc4 Research – these included lack of ‘step down’ / transition support, accommodation and support for those with complex needs, need for services that prevent rough sleeping and access to move-on accommodation
  - Moving away from reliance of the traditional ‘hostel’ based model and adopting innovative and good practice service delivery models
  - Ensuring services are as accessible as possible and that pathways work for customers and professionals
  - Ensuring that new services are designed flexibly to enable them to respond to changing needs and demands
  - Allowing opportunities for services to evolve during the contract period in order to maximise service potential and opportunities for development and innovation
  - Adopting more innovative approaches to commissioning

# 2. Main Issues

## Current Position

- 2.1 In line with the approach detailed in the HRS Strategy new models have been drafted (Appendix A), which propose a different approach to service delivery. Existing providers and key partners are involved in the service redesign process.
- 2.2 Client engagement has so far been limited to working with the Co-Production Group (which is supported by the Counting Every Adult Team) but wider engagement has not been possible under the current Covid restrictions.

- 2.3 A Market Engagement Event has been scheduled for 4<sup>th</sup> March. This will be open to all providers who may be interested in the opportunity to deliver the new services.
- 2.4 A Briefing has been held for District Council Members in January 2021 to provide them with an opportunity to comment on the new models being considered.
- 2.5 A HRS Procurement Sub-Group has been established to focus on the re-procurement approach and form the recommendations for the tender process.
- 2.6 Work has commenced on drafting service specifications.

#### Challenges:

- 2.7 The continued pressures in relation to managing the current Covid 19 pandemic have impacted on our ability to progress with the services redesign meaning models are not as advanced as anticipated. The key reasons for this are;
- limited opportunities to engage with those who have lived experience e.g. it has not been possible to talk to clients at existing schemes or services and where it was possible to engage participant numbers were limited to those with the appropriate technology, or the number of people who can meet together to speak with us.
  - reduced capacity of people to arrange and attend redesign meetings, and to progress tasks from these
- 2.8 We are also undertaking a large redesign project of young persons services, and currently both of these projects are aligned to the same timetable. The resources required from key members of the Commissioning Team and other relevant Council departments needed to support the processes for redesign of both Adults and Young Person's services simultaneously are significant particularly given the ongoing time required to continue to deliver our pandemic response.
- 2.9 Delivering both redesign projects concurrently is also impacting on the market. Some existing providers are involved in delivering both adult and young persons services, therefore are also having to try and commit significant resources across different projects whilst also continuing to manage the impacts of the pandemic on service provision and clients.
- 2.10 In light of the significant resourcing and capacity required by the market and commissioners, we have reviewed the timeline to mitigate some of these risks in achieving a compliant procurement

#### Risks:

- 2.11 The current Procurement timetable indicates that the tender would need to go live in May and that new contracts would begin 01.01.22. Continuing on this current timetable poses a number of risks;
- Going to the market with a model that is not robust because it has not had the planned level of input from providers, partners and those with lived experience
  - Insufficient time for providers to form bidding 'partnerships' or 'consortia'

- Providers unable to allocate sufficient resources to both tender opportunities affecting the quality of submissions or resulting in some providers being unable to submit bids
- Ongoing impact of Covid is likely to mean that considerable efforts will still be focussed on managing pandemic responses which may impact on the ability to access the resources needed to effectively manage contract implementation and transition of both adults and young person services simultaneously

Proposal:

2.12 We are proposing that we manage the risks highlighted above by extending the existing contracts to 31.03.22. This will ensure that;

- There is sufficient time to develop a robust new model for Adult services
- Additional time will enable us to use other methods to seek valuable input from more people with lived experience
- Providers have the time they need to form robust bidding 'partnerships' or 'consortia'
- Providers also seeking to submit responses to the young person's tender opportunity have sufficient time and resources to dedicate to both processes
- Adequate resources will be available to effectively manage the contract implementation and transition

2.13 The proposed amended timetable is shown below;

<b>Activity:</b>	<b>Date:</b>
Tender goes live	July 2021
Initial Tenders Submissions	August 2021
Final Tender Submissions	October 2021
Contract Award	December 2021
Contract Start Date	1 <sup>st</sup> April 2022

2.14 Subsequently there are a number of current contracts which will require a further exemption in order to align with the revised tender timetable. The services and value of the requested contract extensions are shown below;

<b>Service</b>	<b>Provider</b>	<b>Annual Contract Value</b>	<b>Extension Value to 31.03.22</b>
Jimmy's Assessment Centre	Jimmy's	£401,327	£100,332
Abbey Street Move-On	Jimmy's	£14,383	£3,596
222 Victoria Road	Riverside Group	£304,193	£76,048
Willow Walk	The Riverside Group	£239,832	£59,958
Homeless Housing Related Support Service	Cambridge Cyrenians	£139,168	£34,792
Corona House	CHS Group	£85,601	£21,400
The Ferry Project	Luminus	£233,507	£58,377
Princes Walk	Futures HA	£27,544	£6,886

As there is no longer a requirement to deliver further savings against the HRS budget, extending the contracts will not result in any additional cost to the County Council but will allow time for a fully compliant tender to ensure the best outcomes can be achieved.

### 3. Alignment with corporate priorities

- 3.1 A good quality of life for everyone  
In redesigning services we are seeking to commission a more flexible service that can meet the needs of a greater range of people.
- 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.
- 3.4 Net zero carbon emissions for Cambridgeshire by 2050  
There are no significant implications for this priority.

### 4. Significant Implications

- 4.1 Resource Implications  
The resource implications are set out in paragraph 2.8 & 2.14
- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications  
The Procurement and contractual implications are set out in paragraphs 2.12 to 2.14
- 4.3 Statutory, Legal and Risk Implications  
There are no significant implications within this category.
- 4.4 Equality and Diversity Implications  
There are no significant implications within this category.
- 4.5 Engagement and Communications Implications  
There are no significant implications within this category.
- 4.6 Localism and Local Member Involvement  
There are no significant implications within this category.
- 4.7 Public Health Implications  
There are no significant implications within this category.
- 4.8 Environment and Climate Change Implications on Priority Areas
  - 4.8.1 Implication 1: Energy efficient, low carbon buildings.  
Status: Neutral  
Explanation:

4.8.2 Implication 2: Low carbon transport.

Status: Neutral

Explanation:

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Status: Neutral

Explanation:

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Status: Neutral

Explanation:

4.8.5 Implication 5: Water use, availability and management:

Status: Neutral

Explanation:

4.8.6 Implication 6: Air Pollution.

Status: Neutral

Explanation:

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Status: Neutral

Explanation:

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Stephen Howarth
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Gus De Silva
<b>Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Will Patten
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes or No Name of Officer: No response received

<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Will Patten
<b>Have any Public Health implications been cleared by Public Health</b>	Yes or No Name of Officer: No response received
<b>Environment &amp; climate change</b>	Yes Name of Officer: Emily Bolton

## 5. Source Documents

5.1 None.