

# Housing and Support Solutions

## A Streamlined Commercial Approach

### Workshop 3



# Agenda

- 09.30 Welcome and purpose of the session
- 09.35 Housing and Support Services in Cornwall
- 09:45 Proposed Commercial Model
- 10.00 Social Value
- 10.10 Breakout Session 1
- 10.50 Tea/Coffee Break
- 11.00 Breakout Session 2
- 11:40 Breakout Session 3
- 12: 10 Feedback
- 12:20 Next Steps
- 12:25 Close

# Overview

Current contractual arrangements for Housing and Support services end in 2024.

We need to understand the current challenges and opportunities, to make the **future service model** fit for purpose and able to meet **increasing demand**.

The **coproduction** opportunities will shape how services will be commissioned and provided in the future.

The focus is on **supported living services** for people aged **16 to 64 years** with care and support needs related to learning disabilities, autism, mental health, drug/alcohol dependency and/or complex needs.

The new commissioning arrangements will replace:

- Supportive Lifestyles
- Empowering Independence
- Mental Health Housing and Support (spot purchasing)
- Complex Housing and Support - 16/17 yr olds



# Key Lines Of Enquiry

KLOE	Description
<p><b>One integrated and unified service model for housing and support solutions</b></p>	<p>Codesign of Housing and Support Solutions service model to meet a range of care and support needs related to learning disabilities, autism, physical disabilities, mental health, drug/alcohol dependency and/or complex needs.</p> <p>Streamlined approach to accessing CQC and non-CQC reg services.</p> <p>Codesign of specialist young people services for 16–25-year-olds, and services for working age adults aged 18-64.</p>
<p><b>Services promote independence and focus on personalised outcomes</b></p>	<p>Services promote independence and focus on personalised outcomes, supporting people to maximise their daily living skills and achieve their full potential.</p> <p>This includes promoting integration into the local community and access to education and employment opportunities.</p>
<p><b>A streamlined commercial approach</b></p>	<p>Establishing a longer contract that provides a light touch onboarding process and a more flexible approach to call-off for both supported housing and peripatetic support. The preferred option is an Approved Provider List.</p> <p>Co-design of the social value approach that will be used in the procurement documents.</p>

# Key Lines Of Enquiry

KLOE	Description
<p><b>A range of supported housing that meets the needs of local people</b></p>	<p>Implementation of the additional supported housing requirements identified in the Draft Supported and Specialist Housing Strategy 2023 – 2050.</p> <p>Increasing supported housing through the new contractual mechanism, potential incentives and wider collaborative work required to increase supply.</p>
<p><b>Assurance of good quality care and support and good quality housing</b></p>	<p>Quality, output and outcome measures are established for the care and support, with a clear standardised approach to monitoring and links to <a href="#">CQC</a> and <a href="#">Ofsted</a> requirements where relevant.</p> <p>Quality housing standards in accordance with the <a href="#">Supported housing: national statement of expectations</a> and the <a href="#">Decent Homes Standard</a>; as well as the <a href="#">Guide to Supported Accommodation Regulations including Quality Standards</a> for 16/17 year olds.</p>
<p><b>A clear pricing methodology and parameters</b></p>	<p>Pricing methodology for the new contractual mechanism to include calculation of staffing requirements as a whole to deliver required care and support within a setting.</p> <p>Rationalisation of non-care costs required for running the business and moving to gross payments.</p> <p>Implementation of checks to ensure rent levels are reflective of market position and not excessive.</p>

# Demand

Current anticipated Council net spend on housing and support services totals c. £52m (year 2023-24), broken down as follow:

- Supportive Lifestyles c. £42.2m
- Empowering Independence c. £2.2m
- Mental Health c. £2.8m
- Complex YP c. £5m

Supported housing - the Council have identified the need by 2033 to develop an additional:

- c.280 units in supported housing for people with learning disabilities and/or autism
- c.155 units in supported housing for people with mental ill-health
- c.80 units in supported housing for people with an alcohol and/or drug related need

Also a need to grow the offer within the community (non-accommodation based settings) – type of support being utilised to meet needs of working age adults more frequently.

# Demand: Supported accommodation for people with learning disabilities and/or autistic people

Locality	Current supply of supported housing (units)	Est. need for supported housing 2023 (units)	Est. need for supported housing by 2028 (units)	Est. need for supported housing by 2033 (units)	Est. need for supported housing by 2040 (units)	Est. need for supported housing by 2050 (units)
Mid Cornwall	130	21	56	98	151	228
North & East Cornwall	138	18	48	84	129	195
West Cornwall	130	21	56	98	151	228
Cornwall (overall)	398	60	160	280	431	651

## Demand: Supported accommodation for people with mental health needs

Locality	Current supply of supported housing (units)	Est need for additional supported housing 2023 (units)	Est need for additional supported housing by 2028 (units)	Est need for additional supported housing by 2033 (units)	Est need for additional supported housing by 2040 (units)	Est need for additional supported housing by 2050 (units)
Mid Cornwall	30	14	38	52	80	118
North & East Cornwall	19	18	42	57	86	125
West Cornwall	38	8	31	46	74	112
<b>Total (Cornwall)</b>	<b>87</b>	<b>40</b>	<b>111</b>	<b>155</b>	<b>240</b>	<b>355</b>



# Demand: Supported accommodation for people that are homeless with complex needs

Cohort	Locality	Current supply	High tolerance to D&A	Limited tolerance to D&A
Supported housing that accommodates people that are homeless with complex needs (commissioned by ASC)	Mid Cornwall	93	62	31
	North & East Cornwall	26	15	11
	West Cornwall	61	40	21
<b>Total</b>		<b>180</b>	<b>117</b>	<b>63</b>

People that are homeless that have one or more of the following primary needs:

- Mental health / emotional wellbeing
- Alcohol and / or drug dependency
- Acquired brain injury
- Self neglect

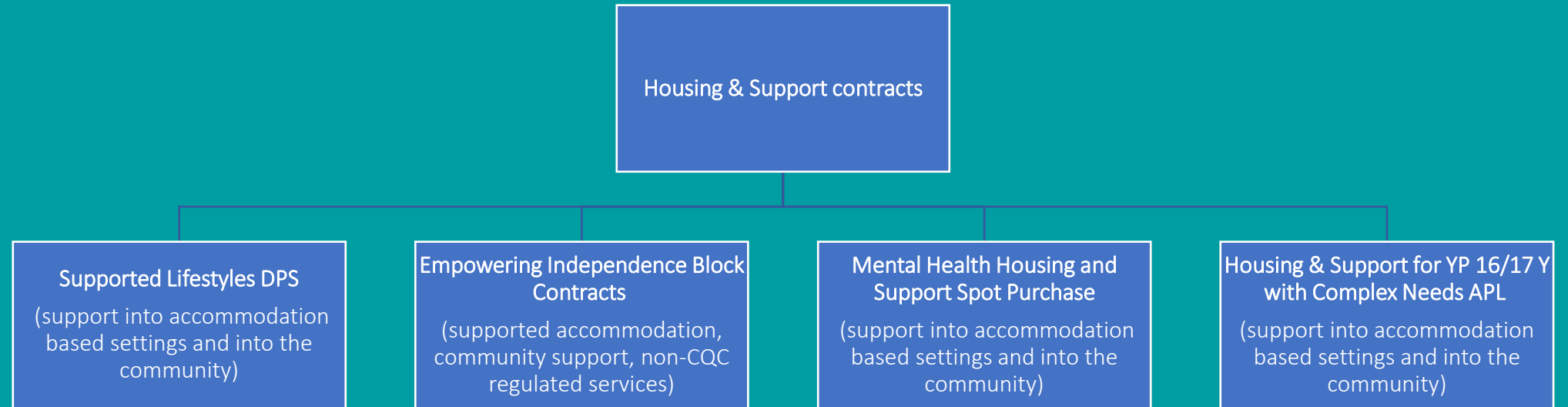
Cohort	Locality	Current supply	Estimated need for additional supported housing 2023 (units)	Estimated need for additional supported housing by 2028 (units)	Estimated need for additional supported housing by 2033 (units)	Estimated need for additional supported housing by 2040 (units)	Estimated need for additional supported housing by 2050 (units)
Supported housing exclusively for people in alcohol and/or drug related treatment	Mid Cornwall	N/A*	10	11	12	12	13
	North & East Cornwall		10	10	11	12	12
	West Cornwall		10	11	11	12	13
<b>Total</b>			<b>30</b>	<b>32</b>	<b>34</b>	<b>36</b>	<b>38</b>

Cohort	Locality area	Current supply	Estimated need for additional supported housing 2023 (units)	Estimated need for additional supported housing by 2028 (units)	Estimated need for additional supported housing by 2033 (units)	Estimated need for additional supported housing by 2040 (units)	Estimated need for additional supported housing by 2050 (units)
Supported housing that accommodates people with Alcohol Related Brain Damage (ARBD)	Mid Cornwall	N/A*	7	8	8	9	9
	North & East Cornwall		6	6	7	7	8
	West Cornwall		7	7	7	8	8
<b>Total</b>			<b>20</b>	<b>21</b>	<b>22</b>	<b>24</b>	<b>25</b>

Cohort	Locality	Current supply	Estimated need for additional supported housing 2023 (units)	Estimated need for additional supported housing by 2028 (units)	Estimated need for additional supported housing by 2033 (units)	Estimated need for additional supported housing by 2040 (units)	Estimated need for additional supported housing by 2050 (units)
Supported housing that accommodates women with multiple and complex needs	Mid Cornwall	N/A*	8	9	9	10	10
	North & East Cornwall		7	7	8	8	9
	West Cornwall		7	8	8	8	9
<b>Total</b>			<b>22</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>28</b>

\*Supported housing provision is not currently specifically and exclusively designated for people with alcohol and/or drug related needs. There are currently 180 units of supported housing (commissioned by ASC) that accommodate people who are homeless with complex needs which are accessible to people who also have drug/alcohol related needs.

# Where we are now



# Where we are now

Supportive Lifestyles type services – DPS and non-DPS			
Provider Type	Number of Providers	Weekly Spend (gross)	People
Non-DPS	48% (47)	8% (c.£0.088m)	18% (166)
DPS	52% (50)	92% (c.£1.069m)	82% (763)

- A centralised Dynamic Purchasing System (DPS) for support services
- Many providers have not joined the DPS resulting in spot purchasing outside of the DPS
- Similarly, many providers have not joined the Complex YP APL which results in spot purchases
- Current call off awards based on price only
- Notifications of opportunities are sent to all providers regardless of stated geographical area and level of support delivery preferences, which results in too many inappropriate notifications sent to providers
- Five locality-based contracts with four providers delivering supported accommodation services (homeless with complex needs); non - CQC requirement provision; model limitation of the opportunity to potentially develop the market for this specific needs
- Additionally, Empowering Independence services are commissioned at 26 schemes that provide 180 units of accommodation. Most of the accommodation is provided under the same umbrella organisation as the support;
- Currently the Council commission Supported Lifestyle services at 137 housing schemes through 19 property owners that provide accommodation (dedicated supported living schemes, shared houses/flats and bungalows) totalling 485 units.
- Currently there is no route to market and purchasing system to meet housing need as well as care and support

# Where we want to be – Future Commercial Model

- Longer contract term (proposed up to 10 years)
- A light touch onboarding process and a more flexible approach to call-off, the preferred approach is an Approved Provider List (APL)
- ‘Lot’ style approach to contract
- One streamlined approach with Council as lead commissioner and third-party access for Health commissioners
- A clear approach to working with both housing and support providers, establishing partnerships between housing providers and support providers
- Call off awards based on price and quality and best fit
- Opportunity notifications to be sent to relevant providers only (as per recorded preferences)
- Develop closer relationships with providers

# Contractual Model Options Considered

- Dynamic Purchasing System (DPS)
  - Does not allow for direct award call off
  - It is not location focused, covers the whole area of Cornwall
  - Call off contracts based on price only
  - Completely electronic approach
  - Allows for new providers to join
  
- Framework
  - It is time restricted, only 4-year term allowed
  - Does not allow for onboarding new providers
  - Enables better relationship development between the Council and providers
  - Allows for price/quality call off awards
  - Allows for direct award call off as well as mini competition call off
  
- Alliance
  - Requires different organisations to form an alliance (legal new entity/organisation)
  - For an alliance to work effectively there must be shared objectives, collective accountability and an expectation of trust with no fault or blame if something goes wrong
  - There is a high risk that organisations will prioritise their own business financial security over the shared objectives

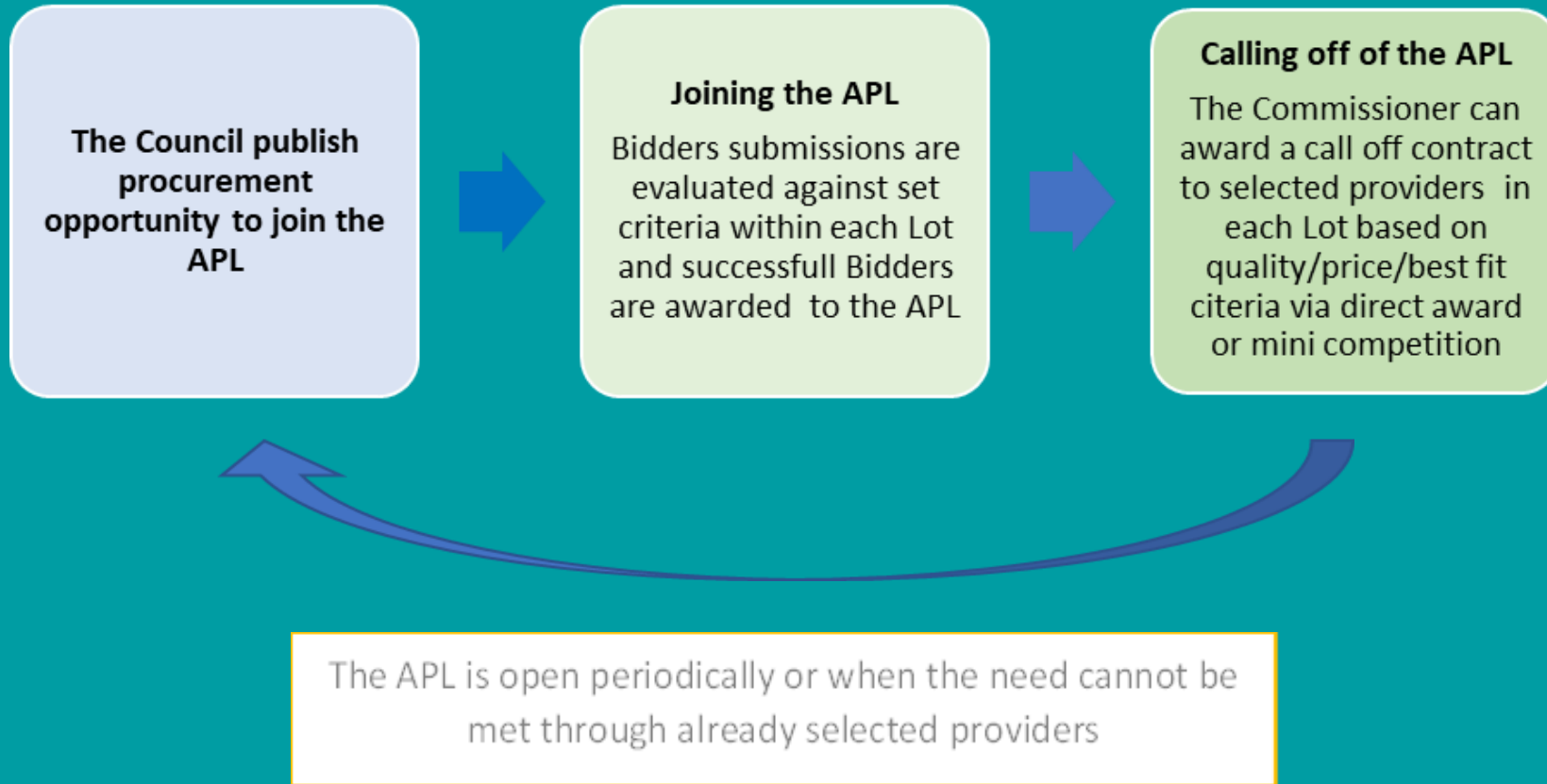
# Contractual Model Options Considered

## ➤ **Approved Provider List (APL) - Recommended option**

- Enable long term contract
- APL periodically open to onboard new potential providers
- Enables light touch onboarding
- Improves better engagement and partnership working between providers and the Council
- Flexible call off process based on price/quality and best fit

# Recommended Contractual Model: Approved Provider List

## On boarding Process



# Contractual Model Options Considered

## Lot approach:

### Lot 1: Care & Housing service:

- Care & housing service (includes organisations with both housing and care arms, organisations with subcontracting arrangements, partnership arrangements eg alliance/consortium; housing organisations can provide already existing properties)

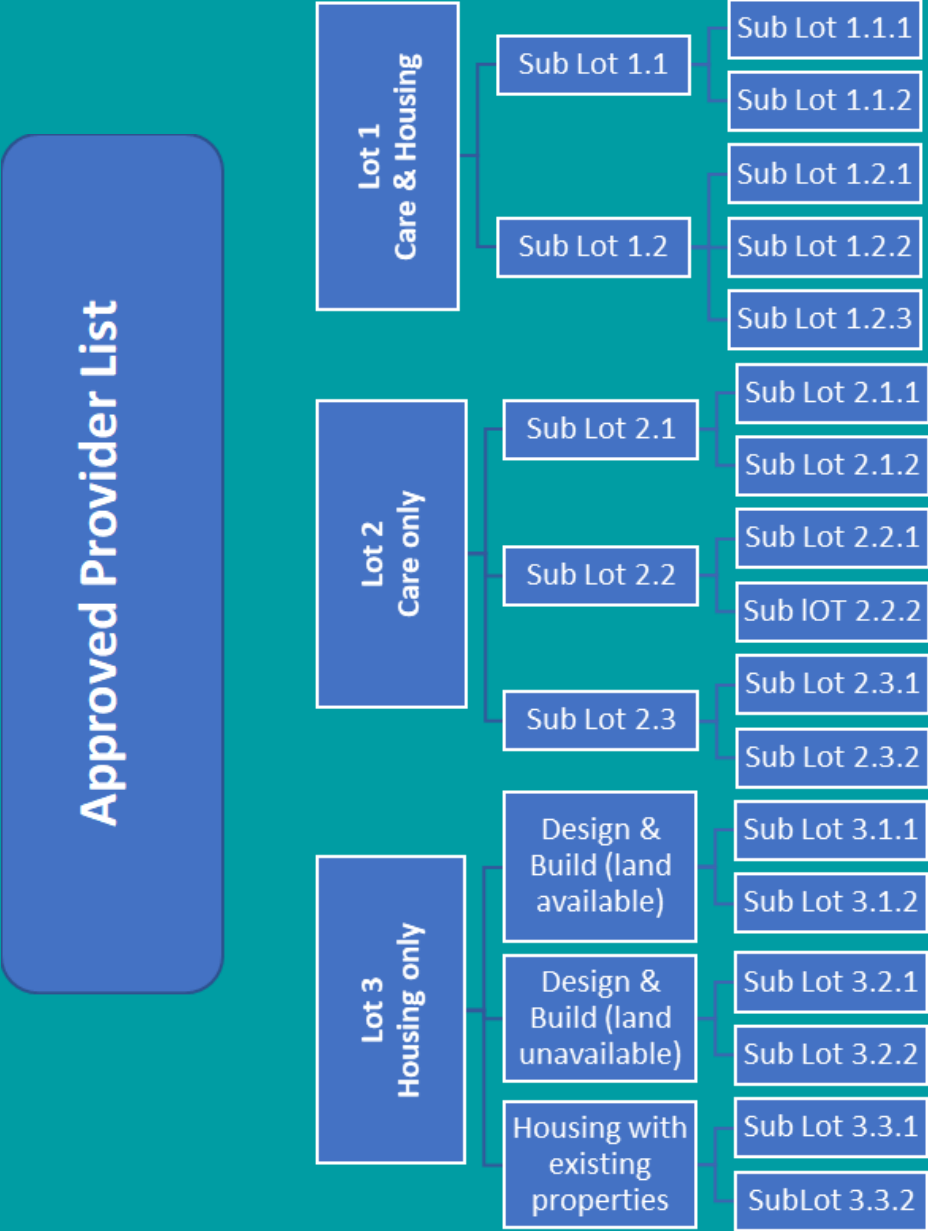
### Lot 2: Care service only

### Lot 3: Housing service only

- Housing development service - Design & Build, where organisations work with a developer to design & build new properties and then provide housing management service:
  - organisations owning land
  - land is provided by the Council (option to consider regarding dispose or/and lease back)
- Housing service with existing properties



# Recommended Contractual Model: Approved Provider List



## Recommended Contractual Model: Approved Provider List

- We would like to seek your view on how the Lots/ Sub Lots should be further divided taking into consideration the following:
  - CQC and Ofsted registered services
  - Non-registered services
  - Geographical locations
  - Type of accommodation and level of support
  - Age of the service users
  - Primary need eg LD, MH
  - Duration of support provided e.g. long term vs short term support
  - Number of providers per Lot
  - Frequency of 'opening window' to join the APL

## Initial Feedback on proposed APL model and contract term:

- Responses referred to a long type contract 5y plus extensions leading up to 10 years or 10 years with further up to 5 years extensions.
  - ✓ Proposed APL term of 10 years with call off term much longer than 10 years depending on the Lot/sub-Lot
- Initial feedback on the APL model is positive
- Social value elements of procurement confusing
  - ✓ There will be a user-friendly guidance developed for bidders
- Need significant help with the procurement process (confusing if you don't deal with it regularly)
  - ✓ Pre-procurement session will be scheduled in January 2024 to update bidders on the upcoming procurement process. This will include overview of requirements, tender pack including social value, estimated tender timelines etc.

# Social Value

*It is the additional financial and non-financial value created by an organisation through its day-to-day activities, in terms of social and economic wellbeing of individuals and communities.*

## Social Value

- **The Council's Social Value policy currently covers the following five themes:**
  - **Jobs: Promote Local Skills and Employment Jobs**
  - **Growth: Supporting Growth of Responsible Regional Business**
  - **Social: Healthier, Safer and more Resilient Communities**
  - **Environment: Decarbonising and Safeguarding our World**
  - **Innovation: Promoting Social Innovation**
  
- **In line with the policy, all procurements must include a set of mandatory unscored TOMs for information gathering purposes, including one on carbon reduction and three on local spend and employment.**

## Unscored TOMs

OUTCOMES	NT Ref	MEASURES
More local people in employment	NT1	No. of local direct employees (FTE) hired or retained (for retendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter
More local people in employment	NT1c	No. of local people (FTE) on contract for one year or the whole duration of the contract, whichever is shorter, employed through the supply chain as a result of your procurement requirements
More opportunities for local MSMEs and VCSEs	NT18	Total amount (£) spent in local supply chain through the contract
Carbon emissions are reduced	NT31	Savings in CO2 emissions on contract achieved through de-carbonisation (specify how these are to be achieved)

## Social Value

- Our initial survey shows that the social value benefits from the following themes are the most frequently delivered by the providers operating in Cornwall:
  - **Jobs: Promote Local Skills and Employment Jobs**
  - **Social: Healthier, Safer and more Resilient Communities**
  - **Growth: Supporting Growth of Responsible Regional Business**
  - **Environment: Decarbonising and Safeguarding our World**
  - **Innovation: Promoting Social Innovation**
- We would like to co-design the best social value offer for this type of contract

# Social Value

THEME	OUTCOMES	NT Ref	MEASURES
Jobs: Promote Local Skills and Employment	Improved skills	NT9	No of weeks of training opportunities (BTEC, City & Guilds NVQ, HNC - Level 2,3 or 4 +) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years
	Improved skills	NT10	No of weeks of apprenticeships or T Levels (Levels 2,3 or 4) provided on the contract (completed or supported by the organisation)
Social: Healthier, Safer and more Resilient Communities	Crime is reduced	NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)
	Creating a healthier community	NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)
	Creating a healthier community	NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children
	Vulnerable people are helped to live independently	NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)
	More working with the Community	CC1	Donations or in-kind contributions to local community projects in relation to connectivity (£ & materials)
	More working with the Community	CC2	Donations or in-kind contributions to local community projects in relation to food poverty (£ & materials)
	More working with the Community	CC3	Donations or in-kind contributions to local community projects in relation to fuel poverty (£ & materials)
	More working with the Community	NT30	Support provided to help local community draw up their own Community Charter or Stakeholder Plan



# Social Value

<b>Growth: Supporting Growth of Responsible Regional Business</b>	<b>Improving staff wellbeing and mental health</b>	<b>NT21</b>	Equality, diversity and inclusion training provided both for staff and supply chain staff
<b>Environment: Decarbonising and Safeguarding our World</b>	<b>Air pollution is reduced</b>	<b>NT33</b>	Car miles driven using low or no emission staff vehicles included on project as a result of a green transport programme
	<b>Safeguarding the natural environment</b>	<b>NT67</b>	Donations or investments towards initiatives aimed at environmental and biodiversity conservations and sustainable management projects for both marine and terrestrial ecosystems
	<b>Safeguarding the natural environment</b>	<b>NT47</b>	Donations or investments towards expert designed sustainable reforestation or afforestation initiatives
	<b>Safeguarding the natural environment</b>	<b>RE48a</b>	Volunteering with initiatives working on environmental conservation and sustainable ecosystem management - resources invested including time, funds and in-kind contributions
	<b>Safeguarding the natural environment</b>	<b>NT68</b>	Plastic recycling rate on the contract (to e.g. reduce microplastics)
	<b>Resource efficiency and circular economy solutions are promoted</b>	<b>NT71</b>	Value of service provided by local partnerships that implement circular economy solutions
	<b>Resource efficiency and circular economy solutions are promoted</b>	<b>RE42</b>	WATER: Percentage of buildings meeting good practice benchmark (e.g. REEB)
<b>Innovation: Promoting Social Innovation</b>	<b>Social innovation to create local skills and employment</b>	<b>NT50</b>	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.
	<b>Social innovation to support responsible business</b>	<b>NT51</b>	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.
	<b>Social innovation to enable healthier safer and more resilient communities</b>	<b>NT52</b>	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.
	<b>Social innovation to safeguard the environment and respond to the climate emergency</b>	<b>NT53</b>	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.

# Breakout sessions



# Breakout session 1 discussion

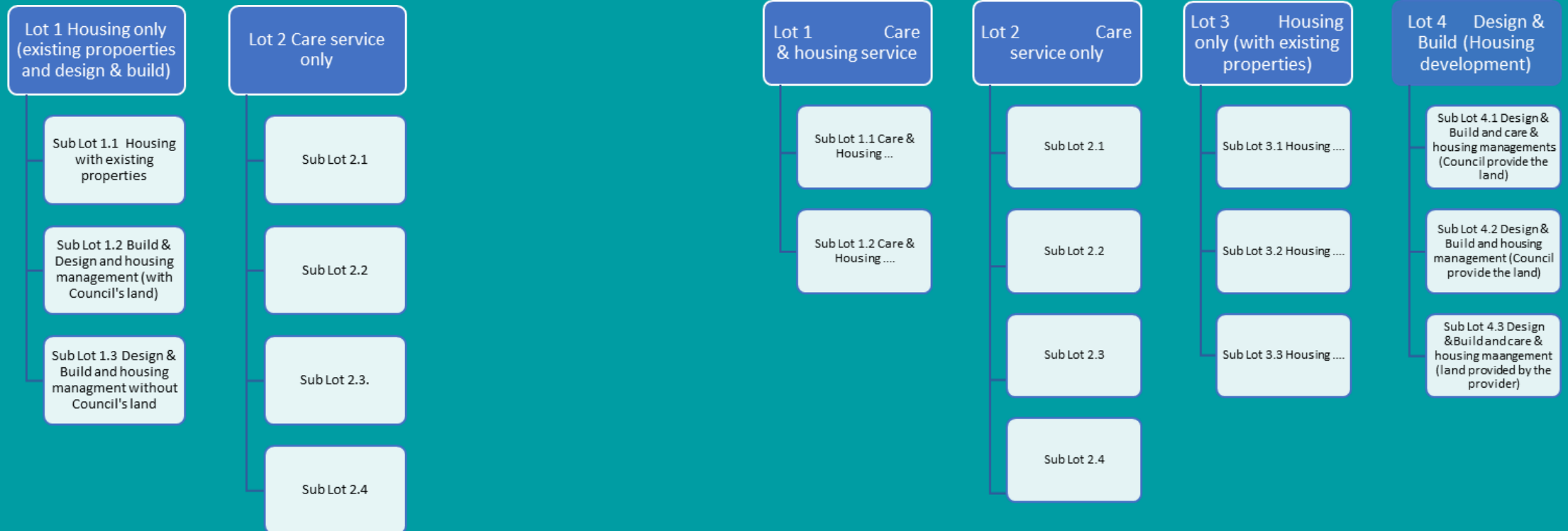
1. How should the overarching Lots be split? Is the proposed model of 3 overarching categories acceptable? What are the cons and pros?

Lot 1 Care and Housing

Lot 2 Care only

Lot 3 Housing only (Design & Build)

Or should it be split into Housing and Care only? Or other? Please discuss it in the context of the provided scenarios in the next question.



## **Breakout session 2 discussion**

**2. How should the Lots/sub lots be divided further to enable easy calling off process and what criteria should be used for the following scenarios (Please consider: the accommodation type, type/level/ duration of supported needs, geographical location, regulatory requirements CQC, service users age etc):**

### **Scenario 1**

**Supported living housing and support (long term) is required for a 35 years old female with LD in West Cornwall. There are 2 providers that have 1 vacancy each in shared accommodation available.**

### **Scenario 2**

**Support up to 10h p/week is required for a 16 years old with MH needs in North Cornwall? There are at least 3 providers that currently have capacity to deliver support in the community.**

### **Scenario 3**

**10 people require housing and support with high complex needs including D&A in 2 areas of Cornwall (west and east). There are currently no available voids in any of the schemes.**

### **Scenario 4**

**6 people require housing and support with LD in one area of Cornwall (mid). The Council have identified 2 pots of land that can be developed on.**

## Breakout session 3 discussion

3. What is your understanding of easy onboarding to the APL?

- Frequency of 'open window' allowing onboarding
- Call off arrangements, measures, Lot standardized or differentiated?

4. How many providers should be joining each Lot/ sub lot to make the APL successful?

5. Which of the SV TOMs from Social and Job categories are the most suitable for this contract delivery?

- How many TOM's should be selected and why?
- Should there be different SV TOMs selected for housing and support contracts? Or different Lots?

6. Are there any specific commercial areas, which ones, that should be considered further to make the contract more attractive to potential bidders?

7. Could nomination rights be configured to reduce the risk of voids? How might this work for different Lots?

# Next Steps

- **Engagement programme September – December 2023**
  - **10th October 2023 - 2pm-5pm**  
A range of supported housing that meets the needs of local people
  - **13th October 2023 - 9.30am-12.30pm**  
Assurance of good quality care and support and good quality housing
  - **16th October 2023 - 9.30am-12.30pm**  
A clear pricing methodology and parameters
  - **20th October 2023 - 9.30am-12.30pm**  
Open Session: Opportunity to feedback on all topics
- Governance for full business case November 2023 – February 2024
- Procurement exercise will commence February 2024
- A new contractual mechanism live from June 2024