



Cabinet
14 August 2017

**Report from the Strategic Director of
Community Wellbeing**

For Action/Information

Wards Affected:
ALL

**Authority to Award, Care and Support Contract for Mental
Health Supported Living Schemes**

Appendix 1 is "Not for Publication"

This part of this report is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

1. Summary

- 1.1. In accordance with Contract Standing Orders 88 and 89, this report seeks Cabinet authority to award 2 Accommodation plus contracts for a period of 4+1 years. These contracts will be for two Mental Health Supported Living Schemes at Park Avenue North and Forty Lane. There is also one more scheme at Prout Grove which does not meet the financial threshold to be heard at Cabinet.
- 1.2. This report summarises the process undertaken in tendering these contracts, and provides recommendations of the organisations the contracts should be awarded to as determined through the completion of the evaluation of the tenders.

2. Recommendations

- 2.1. That Cabinet award the contract for the Mental Health Supported Living Scheme at Park Avenue North to Equinox Care for a period of 4 years with an option to extend for a further 1 year. (4+1).
- 2.2. That Cabinet award the contract for the Mental Health Supported Living Scheme at Forty Lane to Look Ahead for a period of 4 years with an option to extend for a further 1 year. (4+1).

3. Background and Service Requirements

- 3.1. Officers have worked proactively with the market and colleagues in mental health (CNWL who manage the Council Social Care activities with residents experiencing mental ill health) to procure new accommodation for independent living services (NAIL). This included Mental Health Supported Living Services referred to in this report. Officers identify and designed new models of care and support, which will meet the borough's existing and future needs.
- 3.2. The new contracts support the key vision set out in the Brent Market Position Statement, which is to increase provision of tenanted models of care and support by providing an alternative to residential care. Thus moving away from the 'traditional' residential care model enabling residents to build on their skills and abilities to live a more independent life.
- 3.3. The mental health supported living schemes will allow tenants who have experienced mental ill health to access a flexible level of care and support which responds to their changing needs and ensures they maintain as much independence as is practical. The schemes at Park Avenue North and Forty Lane are newly refurbished accommodation, within the community and have a range of improved facilities such as en-suite facilities, communal spaces to support social interactions and a sense of community.
- 3.4. In addition to this we have a scheme at Prout Grove which will add to our cluster of supported living schemes for the mental health cohort. The contract value for the Prout Grove scheme does not meet the threshold to be heard at cabinet however it is part of the first tranche of mental health schemes developed by the NAIL project which demonstrates the ability to deliver schemes that are cost effective and offer choice to the service user

These schemes will deliver support which builds on tenant's strengths and abilities whilst delivering support that is tailored to individuals varying needs. The scheme will ensure that there is enough staff time available to pick up any signs or triggers if tenants are deteriorating or there is a fluctuation in their needs.

- 3.5. These will be the first mental health schemes developed by the NAIL project and have been designed to provide tenants with the opportunity to recover and flourish in their home without any thoughts of being asked to move into the next stage accommodation. Tenants will only move if their needs change significantly or they become ready for more independent accommodation such as a home of their own.
- 3.6. The schemes are located in residential areas with away from areas of high drug use as experience has shown us that this group is particularly vulnerable

to exploitation by drug dealers and other criminal elements to either sell them illegal substances or use their accommodation for dealing and other illegal activities.

- 3.7. Each Scheme will focus on different levels of need and promote a community that offers peer support within the accommodation while having access to on site staff.
- 3.8. Park Avenue North contains 8 units with en-suite bathrooms and two communal areas that will house offer tenants with high support needs the opportunity to have a small flat of their own with 24 hour support staff on site. Staff will work with tenants to build on their of skills and abilities and closely monitor and support their mental health working with other professionals to ensure their needs are met and any changes in the mental health is responded to in a timely and appropriate fashion. This will prevent costly readmissions to acute hospital care and the associated deterioration in tenants' ability to return to more independent life when discharged. The service will be available 24 hours a day, 365 days of the year and will principally be delivered at the scheme but may be delivered in the community as dictated by the tenants needs.
- 3.9. Forty Lane contains 11 units with en-suite and two communal areas that will house tenants who require low levels of daily support. This was identified as a gap in provision when officers were undertaking a review of all residents supported in various accommodation options funded by Adult Social Care. This group would struggle to live in 'general needs' accommodation without risk of relapse but do not require a 24 hour service due to their level of independence.
- 3.10. Therefore this scheme will meet the gap between general needs with some support programmed over a week and a 24 hour service. Staff will work with tenants on an individual basis by responding to their assessed needs and also offer a twice daily presence in the scheme to identify an issues or situations that need to be proactively responded to. Experience from providers suggest that there are two key points in a day where having a staff presence reduces incidents or crisis and ensures tenants are supported to undertake community activities such as volunteering, education, employment and other meaningful uses of their time. These occur in the morning and evenings when people return from their day, rather than the day time service currently provided, where the staff member is often alone in the accommodation for large parts of the day.
- 3.11. These supported living schemes will use support hours that will consist of core and assessed hours. Core hours will be the hours that officers deem will be needed to deliver support safely with in the scheme. There will then be the option of assessed hours to top up staffing hours depending on the tenants

needs and support plans. This allows support to be tailored to the individual as required, but also means whenever tenants needs fluctuate, there is support available from the same support staff and therefore have continuity of care.

- 3.12. The properties at Park Avenue North and Forty Lanes have been developed in partnership with local landlords who have been working with officers to develop their accommodation to meet the specification of the NAIL projects. These properties have been developed to a very high standard and will be leased from the landlord.
- 3.13. It must be noted that if we are unable to award these contracts the council is at risk of incurring a number of costs that include the cost of not accommodating the perspective tenants and the rents associated with these properties as we are leasing these properties from a local landlord.
- 3.14. As thing currently stand we have not completed on the property at Forty Lane as the Legal teams at the council and the landlord are currently in discussion lease the lease, we believe this will be resolved by the time this report is heard at cabinet.

4. The Tender and Evaluation process

- 4.1. Tenders were requested from providers on Lot 4.1 of the Accommodation Plus Dynamic Purchasing System ("DPS") on the 19 June 2017 for the provision of the Mental Health supported living schemes. There were a number of responses received from the bidders detailed in Appendix 1, these bids were robustly evaluated on cost and quality. Officers evaluated tenders via the DPS online function which limits errors and offers a full audit history
- 4.2. The evaluation of the quality element of the bid enabled Officers to satisfy themselves as to the ability of the bidder to provide the proposed service. A copy of the bidder's scoring is attached as Appendix 2 and it will be noted that Look Ahead Housing and Care scored 91.76% for the Forty Lane scheme and Equinox Care scored 89.76% which were the winning bid in a very competitive tender.
- 4.3. With regard to pricing, Officers compared pricing with other bids in the tender and also checked the bidder's price with other pricing information available for similar provision and concluded that the bidders' pricing was competitive.
- 4.4. Having satisfied themselves as to quality and cost elements of the bid, Officer therefore recommend that the contract for Park Avenue North be awarded to Equinox Care and the contract for Forty Lane to Look Ahead House and Care

5. Financial Implications

- 5.1. The cost of the proposed Forty Lane contract will be £114k pa and £212k for Park Ave North. Both contract costs are inclusive of the core daily service and specific assessed hours per individual.
- 5.2. As stated above, these contracts represent a more cost effective care model than traditional mental health care settings due to costs partially being offset by tenants housing benefit income. Tenants therefore move from or can be diverted from more restrictive and costly care home provision to supported living provision, which will generate savings for the Council.
- 5.3. These two schemes will jointly contribute savings of £325k pa towards the Councils NAIL program.
- 5.4. The cost of these contracts is inclusive of London Living Wage.

6. Legal Implications

- 6.1. The estimated value over the lifetime of Park Avenue North and Forty Lane contracts is detailed in the paragraph 6.2 and 6.3. The estimated value for the contract in respect of Park Avenue North is in excess of the EU threshold for Schedule 3 Services under the Public Procurement Regulations 2015 (the “EU Regulations”). Consequently, the award of this contract is governed by the EU Regulations. The award of both contracts is subject to the Council’s own Standing Orders in respect of High Value contracts and Financial Regulations and as such Cabinet approval is required to award the contracts.
- 6.2. Whilst there is no strict legal requirement for the Council to observe a minimum 10 calendar day standstill period between the tenderer(s) being notified of the contract award decision and the actual award of the contract, such period is recommended in order to protect against possible post-contractual ineffectiveness claims. Therefore once the Cabinet has determined whether to award contracts the tenderer(s) will be issued with written notification of the contract award decision and a minimum 10 calendar day standstill period will then be observed before the contract is awarded.

7. Equality Implications

- 7.1. The proposed contract will require the provider to deliver services which:
 - Address the needs of young black men who are over represented in this resident group. By providing training, identifying long term factors

that stand in the way of residents making a good recovery and building the resilience to remain well for longer.

- Ensure staff have appropriate training in areas that will raise their awareness of issues faced by vulnerable people from different ethnic backgrounds
- The provider will ensure that the staff group have appropriate support to raise and address the complex issues that face adults recovering from mental ill health.

7.2. The provider will be monitored to ensure they are complying with these requirements through checking of their records, regular review of services provided to individual service users where feedback will be sought from service users, quarterly monitoring meetings and provision of quarterly performance information to the Council

7.3. In view of the fact that this procurement represents a change to the model of service delivery for some service users, it is necessary for the Cabinet, as decision-making body, to consider the equalities implications, which are contained within the Equalities Impact Assessment in Appendix 3. In accordance with the Equality Act 2010 officers believe that there are no adverse diversity implications and in fact the impact should be positive as this is less restrictive than alternatives and will allow tenants to build on their independence.

8. Public Services (Social Value) Act 2012

9.1 The Council at the pre-procurement stage of these contracts considered the requirements of the Public Services (Social Value) Act 2012, i.e. how the services to be procured may improve the economic, social and environmental well-being of Brent. The services under this proposed contracts have as their primary aim, the improvement of the social wellbeing of one of the most vulnerable groups in Brent.

9. Staffing & Accommodation Implications

9.1. The proposed contract award for Park Avenue North and Forty Lane Mental Health Supported Living Schemes do not have any implications for council staff as they are both new schemes. Also, it is not considered that there are any TUPE implications for either scheme.

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