

Report of Head of Public Health
Report to Director of Public Health

Date: 10th February 2021

Subject: Extension of contract for a two year period with Care & Repair (Leeds) for the Home Plus (Leeds) Service (DN319428) in accordance with Contracts Procedure Rule 21.1 (contract extensions)

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- Leeds City Council commissions a home independence and warmth service called Home Plus (Leeds), which aims to help people to live safely and independently in their homes by ensuring properties are fit and suitable to live in.
- After a competitive procurement exercise, the contract was awarded to Care and Repair (Leeds) for a period of three years with the option to extend for up to 24 months in any combination. The service began in October 2018, and the initial contract period will therefore expire on 30th September 2021.
- A review has been undertaken to inform the decision making process around extending the contract (see Appendix 1 for full analysis). This has concluded that the service is performing well, is of high quality and represents value for money. It continues to meet the original contract aims and objectives to provide a strategically important service that meets the Council's ambitions.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- This provision addresses the health and wellbeing priorities of "*Reducing health inequalities and improving the health of the poorest the fastest*", "*Providing the right*

housing options to support older and vulnerable residents to remain active and independent” and “Improving energy performance in homes, reducing fuel poverty”.

- It also supports the Age Friendly Leeds priorities of *“promoting opportunities for older people to be healthy, active, included and respected”.*

3. Resource Implications

- The cost of the contract extension is met by revenue Resources and Housing funding and Public Health funding; there is provision within both budgets for this contract extension.
- In light of the current financial situation, officers in Adults and Health have undertaken a review of all upcoming contract decisions and have concluded that this extension should go ahead at the current value.

Recommendations

The Director of Public Health is recommended to -

- a) To approve an extension of two years to the existing contract with Care & Repair (Leeds) for the Home Plus (Leeds) Service, with effect from 1st October 2021 and to the value of £570,367 per annum; a total of £1,140,734 over the two year extension period.

1. Purpose of this report

- 1.1 The purpose of this report is to seek approval to extend the Home Plus (Leeds) contract for a period of two years.

2. Background information

- 2.1 In 2018, Leeds City Council brought together several contracts supporting independence within the home together and commissioned a single service to help people to live safely and independently in their own homes through ensuring properties are fit and suitable to live in. The core principles were:

- a service which is responsive and efficient at managing referrals from a range and variety of sources in a streamlined and effective manner; including facilitating hospital discharge, preventing illness or injury to those most at risk, ensuring people are not left without heating or hot water for long periods of time.
- A person-centred holistic approach to supporting individuals and households to stay independent and resilient with the client at the heart of what is delivered and how.
- A service which is needs led and focused on the needs of the individual and/or household, gathered through a conversation with the client and their carers and what will make a difference in their home.
- All staff involved will be trained and skilled at having ‘better conversations’ to enable them to build on a client’s strengths and what is important to them, this may mean identifying additional needs to those already reported with a view to addressing them within the service or making links to other organisations on a client’s behalf for a more sustainable outcome.

- Accessible for all, the risk of falls or the need for warmth measures cuts across all groups irrespective of protected characteristics therefore provision, whilst targeted must also reflect the characteristics of all groups in Leeds.
- Although the service must be accessible for all, and for all city wide, it must also be targeted to specific groups including those with long term health conditions (particularly cold related), older people living with frailty or those who are very young, those at risk of falling, those on low incomes and those who may be isolated.
- Service outcomes will cut across a number of strategic and funding areas such as health, social care, and housing. Provision must be reflective of these cross-partner outcomes and enterprising in the funding and grant opportunities that such a cross-cutting provision offers, leveraging in additional resources where possible and appropriate, as well as always considering the impact of delivery against the 'Leeds Pound'

- 2.2 After a competitive procurement exercise the contract was awarded to Care & Repair (Leeds) as the lead organisation in a partnership with Age UK (Leeds) and Groundwork (Leeds), and is delivered under the name of Home Plus (Leeds).
- 2.3 The contract is for three years with an option to extend for up to 24 months in any combination. It commenced in October 2018 so the initial contract period therefore expires in September 2021. The value is £570,367 per annum.
- 2.4 Additional funding has also previously been received from the CCG to reduce health inequalities and specifically to increase provision to those living in more deprived areas of Leeds and those of a BAME background. The Council is waiting for confirmation of a continuation of this funding; if confirmed a variation of the contract will be sought.
- 2.5 Home Plus (Leeds) is an integrated service which supports people to stay safe and independent within their homes by addressing health risks in the home around falling, energy efficiency and affordability, warmth and condensation/damp, and repairs. It is delivered city wide within the homes of individuals and on average receives around 900 referrals each month.
- 2.6 The service carries out a holistic assessment of each client and then arranges for appropriate contractors or staff members to visit to carry out the works. During the Covid-19 pandemic, the service has continued to deliver through telephone assessments, and for those clients where a contractor was required to visit to undertake emergency works, the Government's Covid-19 guidelines around PPE and Social Distancing were followed.
- 2.7 A review has been carried out to inform this decision and provides an overview of the work and progress of Home Plus (Leeds). It is structured around the themes of the framework used to monitor the quality of services, namely well-led, performance, safe, effective and client involvement, as well as contextual considerations such as the position in Leeds, best practice and value for money. The review is attached at Appendix 1.

3. Main issues

- 3.1 The findings of the service review (included at Appendix 1) were:
- This is a high quality, well performing and proactive service. Overall, targets are being consistently met. The Quality Management Framework highlights

numerous examples of good practice across each theme. The service achieves good and lasting outcomes with its clients and receives overwhelmingly positive feedback.

- Home Plus (Leeds) works constructively in a multi-agency way to deliver the best possible outcomes for its clients, and has played a key role in a number of initiatives for older and vulnerable people in the city.
- The service has proved to be flexible and innovative and is well placed to work within a changing health environment. In particular, the response to Covid-19 was both quick and effective, continuing the service using telephone referrals and face to face visits only in emergencies. The service also added additional elements to their delivery such as working with Leeds Welfare Support Service to support with issuing emergency fuel payments to those who were vulnerable and shielding.
- This service is good value for money (see 4.4.2 below for more details).
- There is a clear and demonstrable need for this type of provision to continue. Older and vulnerable people continue to be at risk of falling and there continues to be a demand for warmth measures and financial support. This has gained extra importance in the light of Covid-19, since this can contribute to an increased risk of both complications and death; and following lockdown there is likely to be higher demand for the service as older people have experienced deconditioning and are at greater risk of falling. Demand for the service is high despite the pandemic.
- It continues to fulfil the city's ambitions for providing housing options to support older and vulnerable residents in Leeds to remain active and independent; improving energy performance in homes and reducing fuel poverty. Although the service is city wide and accessible for all, it is also targeted to specific groups including those with long term health conditions (particularly cold related), older people living with frailty or those who are very young, those at risk of falling, those on low incomes and those who may be isolated

3.2 It is recommended that the contract be extended for the full 24 months available, which would expire at the end of September 2023. The full 24 month extension would provide stability for the service, clients and staff and ensure that key health needs continue to be met.

3.3 A second option would be to let the contract lapse at the end of September 2021. However, the contract review has determined that there remains a clear and demonstrable need for the provision, and there are no grounds for procuring a replacement service, since the current contract is performing well, is of good quality and provides value for money.

3.4 A third option would be to extend for 12 months and review again in a year's time. However, there are no concerns about contract delivery that would warrant this approach, and it would create disruption and uncertainty for the service and clients.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 Consultation has taken place with the Executive Member for Health, Wellbeing & Adults, Director of Public Health, Chief Officer (Older people, Long Term Conditions and Cancer), Procurement and Commercial Services (PACS) and the service.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 This contract aims to reduce health inequalities by supporting older and vulnerable people to stay safe and independent within their homes through addressing health risks in the home around falling, energy efficiency and affordability, warmth and condensation/damp and repairs.
- 4.2.2 The service is successfully meeting its targets around delivering support and engaging with residents in these areas.
- 4.2.3 An Equality, Diversity, Cohesion and Integration Impact Screening has been completed in relation to this decision and is attached for information as a background document. There are no issues to be addressed.

4.3 Council policies and the Best Council Plan

- 4.3.1 The service aims to reduce health inequalities by supporting older and vulnerable people to stay safe and independent within their homes through addressing health risks in the home around falling, energy efficiency and affordability, warmth and condensations/damp, and repairs. As such it contributes to a number of key local objectives, including:
- 4.3.2 The Best Council Plan's overarching vision of tackling poverty and reducing inequalities, and the specific themes of:
- Health and Wellbeing - reducing health inequalities and improving the health of the poorest the fastest
 - Age-Friendly Leeds - promoting opportunities for older people to be healthy, active, included and respected.
 - Housing - promoting independent living; improving health through housing, meeting the needs of older residents; and improving energy performance in homes and reducing fuel poverty.
 - COVID-19 – support the health and social care sector to respond and recover from COVID-19.
- 4.3.3 This provision is also key to the Health and Wellbeing Strategy 2016-21, which has a clear vision to be the Best City for Health and Wellbeing where those who are the poorest improve their health the fastest. One of its priorities is 'Housing and the Environment enable all people of Leeds to be healthy'. Improving health through the home is a fundamental strategy throughout the life course. There are risks to both physical and mental health associated with living in a cold, damp or hazardous home, or one that doesn't provide a sense of safety. The right home protects people's health and wellbeing by enabling people to live independently and safely, as well as preventing physical and mental ill health. The home can present particular risks to the health and wellbeing of key groups of vulnerable people, e.g. children and their families, people with long term conditions, people recovering from ill health, older people, and people on low incomes. The project also supports the "Age Friendly City where people age well" priority.
- 4.3.4 In addition, the activity addresses a number of other local strategic priorities:

Strategy	Priorities
Vision for Leeds 2011-30	<ul style="list-style-type: none">• Best city for communities• Best city for health and wellbeing
Housing Strategy	<ul style="list-style-type: none">• Improving health through housing

2016-21	<ul style="list-style-type: none"> • Meeting housing needs of older residents
Affordable Warmth Strategy 2017-30	<ul style="list-style-type: none"> • Increasing energy efficiency • Reducing fuel poverty • Improving health and wellbeing through increasing affordable warmth
Age-Friendly Leeds Strategy & Action Plan 2019-22	<ul style="list-style-type: none"> • Housing – Older People can access the help, support and housing options they need to live independently in their place of choice • Healthy and independent ageing - Older people are able to live healthy lives and remain independent for longer
Leeds Inclusive Growth Strategy 2017-23	Supporting people to live healthy and active lives, through good housing, social values, green and transport infrastructure, regenerating neighbourhoods, low carbon initiatives and involvement in sport.

Climate Emergency

4.3.3 One of the priorities of the service is to improve energy efficiency in the home:

- Home assessments identify how the property is heated, what heating fuel is used and whether energy efficiency measures, such as cavity wall insulation have been installed, in order to undertake a basic assessment of whether larger heating or energy efficiency measures are required.
- If current heating or insulation in the property is identified as being inadequate, a full technical assessment of the property may be required. This is carried out by a member of staff who is a registered domestic energy assessor, who will produce an Energy Performance Certificate in order to facilitate referral for larger measures. This may also include the verification of the residents' eligibility for energy efficiency grants.
- Examples of works undertaken are:
 - Installation of some heating improvements e.g. radiators, heaters, controls
 - Repairs of heating and hot water systems and appliances
 - Servicing of heating and hot water systems and appliances
 - Installation of carbon monoxide detectors
 - Provision of temporary heating where appropriate
 - Installation of small energy efficiency measures, e.g. radiator panels, draft proofing, pipe lagging, fitting energy saving devices.

4.3.4 In response to the Covid-19 pandemic, the service adapted to a remote assessment model via telephone. It is intended that this option continue to be offered for those cases where support can be offered remotely, once face to face delivery is possible, which will further increase this impact.

4.3.5 The service specification requires that Home Plus (Leeds) undertakes to meet all legislation, guidance and good industry practice in environmental management and the objectives of the Council's sustainability policies. Officers from Adults and Health work with the provider through the established contract management process to ensure the service is proactively seeking to minimise its carbon footprint and thereby support the Council in achieving its ambition to be carbon neutral by 2030.

4.4 Resources, procurement and value for money

4.4.1 The cost of the contract extension is £570,367 and is met by both revenue Public Health funding (£366,870) and Resources and Housing funding (£203,497), and there is provision within both budgets for this contract extension.

4.4.2 In light of the current financial situation, officers in Adults and Health have undertaken a review of all upcoming contract decisions and have concluded that this extension should go ahead at the current value, because:

- the original financial modelling ensured that the contract was procured at the minimum cost possible to meet its specific requirements, and had followed budget reductions in the contracts which preceded it
- demand has grown over the contract period so far, with more people being supported than before, even with lockdown, so that the service has been operating at full capacity
- having reviewed the contract terms and specification, any budget reduction would directly impact on frontline delivery and lead to fewer residents being supported
- this is a preventative service that reduces demand on the health and care system in Leeds
- it meets the key council priorities of reducing health inequalities and responding to Covid-19
- opportunities will be sought to secure additional, external, funding in order to increase impact.

4.4.3 Within the original contract there is provision to extend for up to 24 months.

4.4.4 The recommendation within this report is in accordance with Contracts Procedure Rule 21.1 as it is in accordance with its original terms and proves to deliver Best Value.

4.4.5 The service will continue to be contract managed by the Commissioning team in Adults and Health Directorate. Robust contract management processes allow for the on-going monitoring of quality, performance and value for money.

4.5 Legal implications, access to information, and call-in

4.5.1 The extension of the contract is a consequence of the Key Decision of February 2018 (D46201) to procure this service and as such is a Significant Operational Decision and is not subject to Call In.

4.5.2 There are no grounds for treating the contents of this report as confidential with the Council's Access to Information Rules.

4.5.3 Although there is no overriding legal obstacle preventing the extension of this contract the contents of this report should be noted. In making their final decision, the Director of Public Health should be satisfied that the course of action chosen represents best value for the Council.

4.6 Risk management

- 4.6.1 The approval of a 2 year contract extension will enable continuity of service provision and increased surety for the providers. This will help to retain staff and enable continued innovation.
- 4.6.2 Appropriate governance arrangements are in place to identify and mitigate identified risks including regular contract management meetings, performance and quality meetings, overview of contract risk and reporting to the Public Health Programme Board.

5. Conclusions

- 5.1 A contract extension is required to ensure that there is no disruption to the current service which is delivering a high quality, good performing service that meets the original aims of the contract in providing an integrated home independence service in order to reduce health inequalities.
- 5.2 Throughout the extension period, the contract will continue to be robustly contract managed to ensure that performance, quality and value for money is being achieved for the Council.

6. Recommendations

- 6.1 The Director of Public Health is recommended to approve an extension of two years to the existing contract with Care & Repair (Leeds) for the Home Plus (Leeds) Service, with effect from 1st October 2021 and to the value of £570,367 per annum; a total of £1,140,734 over the two year extension period.

7. Background documents¹

- 7.1 None

8. Appendices

- 8.1 Equality, Diversity, Cohesion and Integration Screening
- 8.2 Home Plus (Leeds) Extension Review

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.