



## Mayor and Cabinet

### **Report title: Outcome of Options Appraisal for the delivery of Extra Care Services at Hazelhurst Court, Catford and Approval to Award contract for delivery of Extra Care Services at Hazelhurst Court subsequent to that appraisal**

**Date:** 07 December 2022

**Key decision:** Yes

**Class:** Part 1

**Ward(s) affected:** Borough Wide

**Contributors:** Executive Director for Community Services,  
Executive Director of Corporate Resources  
Director of Law Governance and Elections

### **Outline and Recommendations**

This report presents the outcome of the options appraisal regarding the delivery of Extra Care services at Hazelhurst Court. The decision was delegated by the 6<sup>th</sup> July 2022 Mayor and Cabinet to the Executive Director Community Services, in consultation with the Cabinet Member for Health and Social Care.

The Option Appraisal recommended that the service be recommissioned through the open market. This report also sets out the outcomes of that procurement process.

Mayor and Cabinet are recommended to:

1. To note the detail of the Options Appraisal set out in Appendix 1
2. To note that after reviewing these options the Executive Director for Community Services in consultation with the Cabinet Member for Health and Social Care agreed to progress Option C, reprocurement.
3. To agree the award of contract for the Extra Care Services at Hazelhurst Court to Westminster Homecare Limited at £525,200 per annum for a contract starting by 24<sup>th</sup> March 2022 for a period of 3 years with the option to extend for a further 2 years at the discretion of the Council. A total value of £1,575,600 for three years and £2,626,000 for five years.

### **Timeline of Engagement and Decision Making**

On 6 July 2022 Mayor and Cabinet:

- delegated to the Executive Director Community Services in consultation with the Cabinet Member for Health and Social Care to approve the recommended option in relation to the future of Hazelhurst Court in light of the care provider, Notting Hill Genesis, not continuing its service provision from 31 March 2023 ;
- agreed a 6 month extension on the existing contract to allow for sufficient time for a process of identification of a provider to take place and delegated authority to the Executive Director for Community Services, in consultation with the Cabinet Member for Health and Social Care to agree what process should be followed based on an Options Appraisal set out in the report.

On 28 October 2022 the Executive Director for Community Services approved the recommended option of recommissioning a new service partner through an open procurement, as the option to be progressed.

## **1 Summary and purpose of report**

- 1.1 The 6<sup>th</sup> July 2022 Mayor and Cabinet considered an option appraisal regarding the delivery of extra care services at Hazelhurst Court. It delegated decision making regarding how the service would be delivered following a fully worked up option appraisal to the Executive Director for Community Services in consultation with the Cabinet Member for Health and Social Care.
- 1.2 On 28 October 2022 the Executive Director for Community Services in consultation with the Cabinet Member for Health and Social Care approved to progress with the recommended option of recommissioning a new service partner through an open procurement.
- 1.3 This report is to advise Mayor and Cabinet on the outcome of the option appraisal itself and the subsequent decision to proceed to procure a new provider for extra care services at Hazlehurst Court.
- 1.4 The report sets out the procurement process and detail of the submissions received.
- 1.5 The report asks Mayor and Cabinet to agree an award of contract to Westminster Homecare Limited at £525,200 per annum for three years with the option to extend for 2 further years at a cost of £1,575,600 for three years and £2,626,000 for five years.

## **2 Recommendations**

Mayor and Cabinet are asked:

- 2.1 To note the detail of the Options Appraisal set out in Appendix 1
- 2.2 To note that after reviewing these options the Executive Director for Community Services in consultation with the Cabinet Member for Health and Social Care in consultation with the Cabinet Member for Health and Social Care approved to progress with the recommended option of recommissioning a new service partner through an open procurement.

- 2.3 To agree the award of contract for the Extra Care Services at Hazelhurst Court to Westminster Homecare Limited at £525,200 per annum for a contract starting by 24<sup>th</sup> March 2022 for a period of 3 years with the option to extend for a further 2 years at the discretion of the Council. A total value of £1,575,600 for three years and £2,626,000 for five years.

### 3 Policy Context

- 3.1 The Care Act (2014) requires local authorities to ensure the provision or arrangement of services, facilities or resources to help prevent, delay, or reduce the development of needs for care and support improving people's independence and wellbeing. Local authorities regard extra care housing (housing with onsite support) as one pathway for delivering least restrictive care and support. It is a means to divert people away from residential care, promote personalised care and maximise people's independence in a more enabling and homely alternative.
- 3.2 Addressing issues relating to the quality and quantity of housing stock relates directly to the Council's Corporate Strategy (2022-2026) Priority 3 "Quality Housing". The delivery of Extra Care Housing, as well as commissioning services with exemplary conditions for care workers, relates to Priority 7 "Health and Wellbeing".
- 3.3 The ADASS 'New Dialogues' (2018) Think Piece 'A Better Offer For Older People', issued in partnership with the Housing Lin and MEARS, sets out the business case for Extra Care, saying that studies suggest that:
- 64% of residents would otherwise have been in residential or nursing care. On average extra care costs half the gross cost of alternative placements
  - Extra care reduces the cost of providing high-level care by 26% per person per year.
  - There is evidence that extra care housing residents visit a GP less frequently, require fewer community nurse visits and that the median duration of unplanned hospital stays fell from 5-7 days to 1-2 days
  - Housing with care saves the NHS almost £1,115 per person per year
  - Nearly two-thirds of residents reported that they had a good social life after moving to an extra care housing scheme, whereas half said that they felt lonely and socially isolated in their previous homes. Residents also reported increased feelings of control and safety.
  - Staff turnover for domiciliary care is 40% and 20% for extra care
- 3.4 National HAPPI (Housing our Ageing Population) research identified good practice design elements for housing for older people and the importance of mixed communities for older people:
- Space and flexibility
  - Daylight in the home and in shared spaces
  - Balconies and outdoor space
  - Adaptability and 'care ready' design
  - Positive use of circulation space
  - Shared facilities and 'hubs'
  - Plants, trees, and the natural environment
  - Energy efficiency and sustainable design
  - Storage for belongings and bicycles
  - External shared surfaces and 'home zones'

- 3.5 The HAPPI 3 report (2013) highlighted that local authorities are key players in meeting the needs of an aging population through housing and care provision and that housing with care supports older tenants to free up affordable under occupied family homes, achieving solutions for both younger and older households.

#### **4 Background to the Procurement**

- 4.1 Hazelhurst Court, Catford, was developed for use for extra care as a partnership between the Council, Phoenix Housing who own the building, and the Greater London Authority. This scheme is a mixed community of adults aged 55+ across 60 flats, with 40 being allocated specifically for extra care and the other 20 being available for general needs. The current extra care contract is for 500 hours a week.
- 4.2 The service is rated 'good' by CQC, and is compliant and performs well in the Council's monitoring visits and in the Key Performance Indicator workbooks submitted quarterly.
- 4.3 Mayor and Cabinet at its 6<sup>th</sup> July 2022 meeting granted a six month extension to the existing service contract with Notting Hill Genesis (from 30 September 2022 to 31<sup>st</sup> March 2023), to allow for a decision to be made regarding the future delivery of the service and to facilitate an orderly transfer of service once that decision was made.
- 4.4 The 6<sup>th</sup> July 2022 Mayor and Cabinet report contained a number of options for the future delivery of care and support at Hazelhurst Court:
- a) To no longer support Hazelhurst Court as an extra care service and replace the support that extra care clients are receiving with individual packages of care or support current clients to move to voids in other extra care services in the borough.
  - b) Commission an extra care service from the Neighbourhood lead home care agency/ Maximising Wellbeing at Home provider
  - c) Recommission a new service partner through an open procurement process
  - d) Insource the extra care service to the Council
- 4.5 As the options appraisal was being developed, officers also gave consideration to two additional options for completeness:
- e) Transfer the Hazelhurst Court extra care service to the service provider taking over Notting Hill Genesis' assets and contract at Conrad Court
  - f) Approach another local authority already delivering in house Extra Care Service to deliver the Hazelhurst Court service, known as a 'Shared Service'.
- 4.6 On 28<sup>th</sup> October 2022, the Executive Director for Community Services in consultation with the Cabinet Member for Health and Social Care made the decision to progress the option to recommission a new service partner through an open procurement process.
- 4.7 A summary of the Option Appraisal can be found at Appendix 1. Of the six options considered, insourcing and recommissioning from a new service partner were generally the strongest options. However, the direct costs for insourcing were at least an additional £149,189.41 per annum.

#### **5 Tender Process and Evaluation**

- 5.1 The service was tendered through an e-procurement process carried out using the London Tenders Portal.
- 5.2 This was managed as an accelerated procurement because of timescales involved. Firstly, In order to align with the date of 24<sup>th</sup> March 2023, which Notting Hill Genesis set out as their latest possible date for a safe exit from care services as they were unlikely to be a CQC registered provider for the delivery of extra care services by the 31<sup>st</sup> March 2023.
- 5.3 Accelerated procurement would also give sufficient time to support the due diligence of any successful provider on award of contract around appropriate transfer of staff, and also tenant service responsibilities.
- 5.4 The procurement was carried out as an open tender with its accelerated nature meaning that the tender was live for 24 days rather than the standard 30.
- 5.5 Phoenix Housing were involved with the procurement process, including in reviewing the existing Collaboration Agreement between the Care Provider and themselves, and were invited to join the evaluation and moderation panel for evaluation of submitted bids.
- 5.6 The milestones for the procurement exercise are set out below:

Table 1: Procurement Timeline

<b>Activity</b>	<b>Proposed Timescale</b>
Tender Live	28 <sup>th</sup> October – 20 <sup>th</sup> November 2022
Evaluation and Moderation	21 <sup>st</sup> – 24 <sup>nd</sup> November 2022
M&C Approval to Award	7 <sup>th</sup> December 2022
10 day stand still period	8 <sup>th</sup> - 19 December 2023
Contract Award	20 December 2023
Contract Mobilisation (Including TUPE Period)	January - March 2023
Service Live Date	24 <sup>th</sup> March 2023

### **Cost**

- 5.7 The current prices for the 2022-23 block rate (for a 500 hour weekly block) and spot rates, were given as a benchmark in the tender documentation.
- 5.8 Bidders were asked to provide a single hourly 'flat' rate, which would be paid for both their contracted hours, and any hours delivered above the contracted amount.

Table 2: Current Prices @ London Living Wage

<b>Number of Block Hours (per/week)</b>	<b>Block Rate (per/hour)</b>	<b>Annual Block Contract Price</b>	<b>Average Spot hours (per/week) Based on Oct 2021- Oct 2022</b>	<b>Spot Rate (per/hour)</b>
500	£20.90	£543,400	37	£16.80

### **Evaluation**

- 5.9 The evaluation and moderation of bids took place from 21<sup>st</sup> – 24<sup>th</sup> November.
- 5.10 Criteria were weighted 45% for the quality submission, 5% for social value, and 50% for the financial submission price.
- 5.11 The following criteria were assessed during the tender evaluation process:
- MS1 Service Mobilisation and TUPE (8%)
  - MS2 Service delivery (3%)
  - MS3 Understanding and delivery of outcomes (8%)
  - MS4 Health support (3%)
  - MS5 Safeguarding (5%)
  - MS6 Eligibility and access (5%)
  - MS7 Contract monitoring and quality assurance (5%)
  - MS8 Partnership working in extra care (5%)
  - MS9 Equality, Diversity & inclusion (for information only)
  - MS10 Social Value (5%)
  - MS11 Business Continuity Planning (3%)
  - MS12 GDPR and Data Handling (for information only)
- 5.12 The full detail of Quality Method Statements for the above are shown in Appendix 2.
- 5.13 A quality threshold of 7 out of 10 (Good) was set as the required minimum score for the evaluation criteria for the written tender for MS1, Service Mobilisation and TUPE. Any organisation not achieving this score was deemed not to have demonstrated the ability to deliver to the standard required. For all other criteria the quality threshold was set at a Pass Mark of 5 out of 10 (Barely Adequate).
- 5.14 Bidders were also asked to complete a Standard Selection Questionnaire.
- 5.15 Bidders were asked to submit a description of their proposals to deliver service outcomes in the form of Method Statements. These were used to test bidders' understanding of service requirements and approaches within each of the criteria listed at 5.11.
- 5.16 The method statement around social value was weighted at 5% of the total evaluation. This required tenderers to detail targets around social value across the four council objectives:
- Core Commitments
  - Employment and Skills
  - Economy and Growth
  - Environment, Community and Place
- 5.17 A panel comprising of three Council officers and Phoenix Housing's Head of Housing Management evaluated the written quality and financial submissions
- 5.18 Eight organisations tendered for this service. Five bids were compliant with the process, and therefore five of the eight bids were evaluated.

5.19 The total scores for the quality and finance submissions are shown at Appendix 3.

## **6 Synopsis of the Bids Received**

6.1 A synopsis of the strengths and weaknesses of the bids received is set out in section six of the Part 2 report. Eight organisations tendered for this service. Five bids were compliant with the process, and therefore five of the eight bids were evaluated. Officers recommend Westminster Homecare Limited, which had an overall score of 87.40 out of 100. This provider scored highest on both quality and price. Their bid evidenced that they could meet the transfer of service by the 23<sup>rd</sup> March 2023. It had a strong focus on outcomes and demonstrated very strong infrastructure to deliver services.

## **7 Financial Implications**

7.1 Hazelhurst Court extra care service consists of a block contract of 500 hours a week. The recommended provider, Westminster Homecare Limited, have submitted a cost of £525,200 per annum for the block contract, with a flat hourly rate of £20.20 for any hours delivered over and above the block. This equates to total value of £1,575,600 for three years and £2,626,000 for five years.

7.2 The current cost of the block contract at 22/23 prices is £543,400. The successful bid therefore represents a decrease of £18,200 per annum (£54,600 over three years, £91,000 over five years) on the current cost of contract.

7.3 This contract is funded from the ASC base budget. There is sufficient in the ASC budget to meet this cost of service.

7.4 This is a London Living Wage contract. Other requirements of this contract include that there are no staff on zero hour contracts and all staff, including Bank staff, receive holiday and sickness pay in accordance with the Unison Ethical Care Charter.

7.5 Extra care services have not been included in the current central government 'Fair Cost of Care' exercise. It is expected that extra care will be included in any future 'Fair Cost of Care' round.

## **8 Legal Implications**

8.1 The report seeks to award the contract for the Extra Care Services at Hazelhurst Court to Westminster Homecare Limited starting by 24<sup>th</sup> March 2022 for a period of 3 years with the option to extend for a further 2 years at the discretion of the Council.

8.2 The contract was procured following an open process in accordance with the Light Touch Regime under the Public Contracts Regulations as amended (PCR 2015), which relates to services such as health, social and related services. While the requirements are less onerous than those for other contracts to which PCR 2015 applies, the obligations still require compliance with principles of equal treatment, transparency and non-discrimination. The requirements in Council's Constitution contains about how to procure and manage contracts have also been satisfied.

8.3 This report explains the reasons why 3 tenders were deemed invalid, the evaluation of the valid tenders received and the reasons for recommending Westminster

Homecare Limited which officers believe provided the most economically advantageous tender. The process followed, including exclusion of tenderers who submitted invalid bids, was in compliance with the advertised and required procedures.

- 8.4 This contract has been externally and openly advertised as required by the Regulations and the Council's Constitution. If the proposal to award the contract is approved, award notices must be published in the prescribed form.
- 8.5 The report proposes the award of a contract that exceeds £500,000, which means that it is classed as Category A contracts for the purposes of the Council's Contract Procedure Rules and is to be awarded by Mayor and Cabinet.
- 8.6 The decisions to award the contract is a key decision and therefore needs to be included in the key decision plan.
- 8.7 The Council must comply with the Public Sector Equality Duty (PSED), which requires them to have 'due regard' to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; and
  - foster good relations between people who share a relevant protected characteristic and people who do not share it.

In making their decision Mayor and Cabinet must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision.

## **9 Crime and Disorder Implications**

- 9.1 There are no specific Crime and Disorder implications associated with this report.

## **10 Equalities Implications**

- 10.1 This report refers to extra care housing and support service at Hazelhurst Court. This service is delivered for people who are eligible for Council funded social care services.
- 10.2 Extra care services are specifically commissioned to provide care and support to older adults (55+) living in the scheme. The service has a positive impact on the protected characteristic of age because it supports older people to maintain their independence.
- 10.3 The service also has a positive impact on disability as many of the tenants living at the scheme have a disability. The service provides practical support as well as help to apply for benefits and access health services required.



- 10.4 The recommendations within this report will enable officers to ensure that the extra care contract will continue to have a positive impact on the protected characteristics listed above.
- 10.5 There are no known negative equalities impacts of the recommendations contained within this report.

## **11 Climate Change and Environmental Implications**

- 11.1 There are no specific climate or environmental implications to this report.

## **12 Health and Wellbeing Implications**

- 12.1 As the life expectancy of older adults increases, people will also experience a number of associated health conditions and/or social care needs which can be better supported, or potentially avoided in extra care schemes. They also prevent deterioration in the health and wellbeing needs of adults who are already in need and in receipt of care, and can assist with avoiding both hospital admission and admission to residential care. High quality extra care housing will support older adults to live as active and healthy members of their communities for longer.
- 12.2 There is a growing body of research that active lifestyles and social engagement slows down the development of dementia, and social isolation is a recognised factor in deteriorating health and wellbeing. Extra care schemes have opportunities for social engagement built into them, and these can also be shaped and developed by the 'extra care community' of tenants. In the mixed model of extra care as in Hazelhurst Court, people aged 55+ who are general needs tenants in the scheme themselves initiate contact and volunteer to lead activities.
- 12.3 Phoenix Housing as a community and social landlord itself operates a large number of events and support services with tenants of the Hazelhurst Court extra care service also benefit from. Overall, being part of an extra care community supports tenants to have the confidence and motivation to access other generic community events and facilities.
- 12.4 Extra care services minimise the debilitating impact of physical health impairments through the nature and design of the schemes. The absence of internal stairs and the provision of walk in shower rooms maximises people's ability to live independently.

## **13 Social Value Implications**

- 13.1 The Public Services (Social Value) Act came into force on the 31<sup>st</sup> January 2013. It is now a legal obligation in certain circumstances for local authorities and other public bodies to consider the social good that could come from the procurement of services before they embark on it.
- 13.2 Social Value is defined as the additional economic, social and environment benefits that can be created when Lewisham Council purchases services outside of the organisation.
- 13.3 Lewisham aims to agree social value through commissioning and procurement activities though four objectives:

- Core Commitments
- Employment and Skills
- Economy and Growth
- Environment, Community and Place

13.4 The tender documentation set out social value outcomes within the performance measures that the extra care provider is expected to meet.

13.5 Progress against these targets will be monitored in line with the Council's Social Value Policy (2022).

## 14 Contract Management

14.1 A contract classification is determined by a combination of the level of contract risk, criticality and financial value. The classification for these contracts is Tier 1 which requires monthly meetings and dashboard reporting between the Council and Notting Hill Genesis currently or any new provider in the future.

## 15 Background documents

15.1 If you would like any further information on this report please contact Heather Hughes, Joint Commissioning Lead for Complex Care and Learning Disability on 020 8314 3511.

## 16 Glossary

Term	Definition
Extra Care	Housing plus on-site 24 hour staff support to meet Care Act (2014) eligible care needs for people aged 55 plus.
Contract Award	When an organisation or a provider is selected to deliver a service and asked to enter into a contract
Social Value	The additional economic, social and environmental benefits that can be created when Lewisham Council purchases services outside of the organisation

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## Appendix 1

### Hazelhurst Court Extra Care Contract - Options Appraisal

#### 1.1 Options Analysis

The table below (Table 1) sets out an overarching description of the options and recommendations regarding feasibility. Tables 2 and 3 set out the key benefits and risks of each option. Table 4 sets out a weighted analysis based on key benefits criteria and highlights the preferred option.

**Table 1 – Summary of Option Feasibility**

<u>OPTION</u>		<u>HIGH LEVEL SUMMARY</u>	<u>FEASIBILITY</u>
A	To replace the extra care service with individual packages of care or move clients to other extra care services	This option proposes that people receive individual packages of care as if they were in their own home. However, this would cause the following issues: risk of insufficient staff for significant times of the day leading to a colocation of a large number of people with support needs with a particular risk of insufficient staffing at night; loss of the service identify as extra care; reduction in the preventative/ value added offer to others who are not extra care tenants; resultant breakdown of the relationship with Phoenix; also potential legal challenge from the London Fire Brigade. It would not be feasible to move Hazlehurst tenants to other ECH voids within the timescale given the low level of voids and people's tenancy rights.	✗
B	Transfer the service to the lead homecare agency for the Neighbourhood	The Council has commissioned 3 providers to deliver homecare to people living in the 4 geographical parts of the borough referred to as neighbourhoods. These contracts have been extended on a number of occasions and are currently out to contract again. That procurement will not be complete until after the deadline. Transfer to the current neighbourhood provider, while they deliver extra care services elsewhere, might result in legal challenge from other providers given current procurement activity, and may result in giving a contract now to a provider who may not be approved/ agreed following the procurement. There is also a financial risk relating to posts that might additional to the overheads costed into the homecare hourly rate.	?

C	Re-procure the service through open tender	Existing contract documentation from the 2017 procurement is being updated and made ready, including current staff Ts & Cs for TUPE. The contract price can be sent to the market 'as is'. Extra Care providers will already have similar posts within their costings. There is opportunity to offset future cost pressures through Fair Cost of Care. Can be managed within timescales and award of contract can go to January committee for approval.	<input checked="" type="checkbox"/>
D	'Insource' to the Council	This option is to 'insource' the extra care service and for the Council to manage the service delivery directly. There is management structure to support this, and it can be delivered to the timescale. There is a significant financial pressure of direct costs of full TUPE transfer (£149,189.41) which does not include any contribution to Council overheads. Direct costs can be offset initially by TUPE transfer of staff on most of existing terms and conditions, but the pressure would build through staff turnover and any other service changes (e.g. restructure). Fair Cost of Care cannot offset future financial pressures as the grant cannot be used for Council direct services.	?
E	Incorporate in the NHG transfer of Conrad Court	This option reflects the 6 <sup>th</sup> July 2022 Mayor and Cabinet agreement that Notting Hill Genesis could include the transfer of the Conrad Court Extra Care service as part of their wider asset and service transfer. It was not included in the previous options appraisal as that decision had not been made at that time. The provider receiving the NHG transfer would be legitimate and financially sound. The transfer includes significant additions to that ECH portfolio in London. However, there is the potential for challenge by other providers as it is not included in the NHG transfer portfolio, there is no contract with NHG past March and would require a formal agreement from Mayor and Cabinet. The receiving provider may not agree in principle, may not agree the current contract price. They could probably manage the transfer within the timescale as they are transferring other NHG assets.	<input type="checkbox"/>

F	A 'Shared Service'	The option means identifying another Council already delivering an in house extra care service, to deliver the service at Hazelhurst Court. This option is likely to reflect the same financial pressures as option D with the additional pressure of an expectation of a contribution to the host Council's overheads. It would require 'Executive' agreement from this Council and any other potential Council so would miss the transfer date.	☒
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KEY:

☒ = Not Realistically Feasible

? = May Be Feasible but Would Have a Number of Dependencies / Drawbacks

☑ = Feasible Option with Few Dependencies / Drawbacks

**Table 2 – Identification of Key Benefits**

KEY BENEFITS							
POTENTIAL BENEFIT		OPTION A	OPTION B	OPTION C	OPTION D	OPTION E	OPTION F
1	Can meet 31 03 23 deadline	☑	☑	☑	☑	☑	
2	Within or significantly within the cost envelope		☑	☑		☑	
3	Can support a TUPE transfer	☑	☑	☑	☑	☑	☑
4	Maintains identity as extra care		☑	☑	☑	☑	☑
5	Delivers UNISON Charter Ts & Cs	☑	☑	☑	☑	☑	☑
6	Clear accountability & governance			☑	☑		☑
<b>TOTAL NO. OF BENEFITS</b>		<b>3</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>4</b>

**Table 3 – Identification of Key Risks**

KEY RISKS							
POTENTIAL DRAWBACK		OPTION A	OPTION B	OPTION C	OPTION D	OPTION E	OPTION F
1	Costs more than existing service				☑		☑
2	Unlikely to be able to deliver to deadline						☑
3	Would cease to have a service identify as extra care	☑					
4	Will require further agreement from Council(s)					☑	☑
<b>TOTAL NO. OF DRAWBACKS</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>

## 2.2 Proposed Option Summary

The table below outlines the 3 key benefit criteria against which the 6 proposed options have been compared / benchmarked. Each key benefit criteria has been allocated a percentage weighting indicating its overall importance within a total of 100%. Each option has then been allocated a score of 0 through 5 based on the following criteria where –

*5 = Meets all aspects of the identified key benefit*

*4 = Meets most aspects of the identified key benefit*

*3 = Meets at least half of the aspects associated with the identified key benefit*

*2 = Meets less than half of the aspects associated with the key benefit*

*1 = Barely meets any aspect of the identified key benefit*

*0 = Does not meet any aspect of the identified key benefit*

**Table 4 – Option Weightings**

WEIGHTED ANALYSIS OF OPTIONS 1 - 4								
			OPTION					
			A	B	C	D	E	F
<b>1</b>	Delivers to deadline including TUPE transfer	40%	5	5	5	5	3	0
<b>2</b>	Delivers to cost or with cost offset	30%	5	5	5	2	4	0
<b>3</b>	Accountability and governance	30%	1	2	5	5	2	1
<b>WEIGHTED TOTAL</b>		<b>100%</b>	<b>76</b>	<b>82</b>	<b>100</b>	<b>82</b>	<b>60</b>	<b>6</b>

## Appendix 2

### Quality Method Statements

Main Criteria (& Weighting)	Sub-criteria Weighting	Sub-criteria	Evidence	Method Statement
Service Mobilisation and TUPE	8 %	Describe how you will mobilise the service from contract award to ensure a smooth transition, and full transfer of service by 24 <sup>th</sup> March 2023, covering in your response TUPE transfer of staff, migration of client records, and including a detailed mobilisation plan.	<input type="checkbox"/>	MS 1*
Service Delivery	3 %	Please provide a detailed and clear proposal on how you will deliver the service outlined in the Specification.		MS 2
Understanding and delivery of key outcomes	8 %	What do you understand by the key outcomes listed in section 2 of the specification, and how would you deliver them to extra care clients	<input type="checkbox"/>	MS 3
Health Support	3 %	Describe your approach to considering and supporting the health of extra care clients	<input type="checkbox"/>	MS4
Safeguarding	5 %	Evidence your understanding and application of Safeguarding, DoLS and Mental Capacity in Extra Care, giving examples of how the approach is embedded in your service delivery elsewhere.	<input type="checkbox"/>	MS5
Eligibility and Access	5 %	How do you envisage the management of eligibility and access processes to the extra care service working as a partnership between yourself as Provider, the Council, and Phoenix?		MS6
Contract monitoring and quality assurance	5 %	Describe how you will ensure compliance with Council and CQC requirements, including setting out how your organisation delivers an effective and auditable quality management system, with specific examples.	<input type="checkbox"/>	MS 7
Partnership working in extra care	5 %	How would you work collaboratively and in partnership with Phoenix Housing to deliver a seamless service to all tenants and in delivering a comprehensive extra care service to extra care clients? Please include specific reference to how you would ensure that general needs tenants feel supported and valued by you, and in delivering a comprehensive extra care service to extra care clients.		MS8

Equality & Diversity (For Information)	N/A	Describe how you would implement equal opportunities within the context of the specification, clearly setting out how you will promote and safeguard equality, diversity and inclusion throughout the length of the contract.		MS 9
Social Value	5 %	<p>Please detail how you propose to deliver Social Value as part of this service and how you will meet the following proposed Social Value targets over the life of the contract.</p> <p>A) Core Commitments  B) Employment and Skills  C) Economy and Growth  D) Environment, Community and Place</p>	<input type="checkbox"/>	MS 10
Business Continuity Planning	3%	Please set out what you would include in a Business Continuity Plan for this extra care scheme, specifically referencing infection protection control and staff absence.		MS 11
GDPR and Data Handling (For information only)	N/A	Please provide a clear description of how you will store and manage data in relation to the proposed services, and how you will comply with GDPR regulations.		MS 12



### **Appendix 3**

#### **Summary of Finance and Quality Score**

<b>Tenderer</b>	<b>Quality Score</b>	<b>Financial Score</b>	<b>Total Score</b>	<b>Rank</b>
<b>Westminster Homecare Limited</b>	<b>37.40</b>	<b>50.0</b>	<b>87.40</b>	<b>1</b>
<b>Bidder 2</b>	<b>32.40</b>	<b>47.17</b>	<b>79.57</b>	<b>2</b>
<b>Bidder 3</b>	<b>32.90</b>	<b>44.81</b>	<b>77.71</b>	<b>3</b>
<b>Bidder 4</b>	<b>30.10</b>	<b>47.22</b>	<b>77.32</b>	<b>4</b>
<b>Bidder 5</b>	<b>30.30</b>	<b>46.08</b>	<b>76.38</b>	<b>5</b>