



## Mayor and Cabinet

**Permission to extend the current lead home care provider contracts until  
31 August 2023**

**Date:** 08 March 2023

**Key decision:** Yes.

**Class:** Part 1

**Ward(s) affected:** All Wards

**Contributors:** Executive Director, Community Services, Director of Law, Director of Finance

## Outline and recommendations

### 1.0 Purpose of the report

The purpose of this report is to seek agreement from Mayor and Cabinet to extend the three current Neighbourhood Lead Provider (Home Care) contracts until the 31 August 2023 to enable the current Maximising Wellbeing at Home procurement to conclude and the successful bidders to mobilise their service offer with delivery commencing on the 01 September 2023. This is in line with the Maximising Wellbeing at Home Service Specification requirements.

The five-month delay was due to stress testing the new Service Specification which have further strengthened the reporting element of the Service.

### 2.0 Recommendation

2.1 This report recommends that Mayor and Cabinet approves extension of the following contracts:

Contract	Estimated annual value	Estimated contract extension value (5 months)
Neighbourhood 1 – shared between Eleanor Nursing and Social Care, Westminster Homecare and Care Outlook	£2,500,000	£1,041,666.67
Neighbourhood 2 – Eleanor Nursing and Social Care	£6,000,000	£2,500,000.00
Neighbourhood 3 – Westminster Homecare	£5,300,000	£2,208,333.33
Neighbourhood 4 – Care Outlook	£3,200,000	£1,333,333.33

### 3.0 Summary

3.1 On the 09/03/2022, Mayor and Cabinet gave permission to procure 4 Neighbourhood Lead Providers (Maximising Wellbeing at Home) and 5 specialist advice support and training providers to support the four Neighbourhood Lead Providers. The new model will include the following core elements:

- Personalised set of principles through which care is provided
- Embedding the voice of people with lived experience and unpaid carers into the delivery and overview of the service
- Four Lead Neighbourhood Providers of Maximising Wellbeing at Home
- Five specialist advice, support and training providers to support the Lead Neighbourhood Providers
- Embedding the service within the wider Lewisham Community Offer
- A career progression pathway for Wellbeing Workers. This will be embedded in the ICS commitment to working with social care providers to promote workforce development opportunities and career pathways.
- Compliance with UNISON's Ethical Care Charter and a commitment for care workers to receive equivalent pay as band 3 NHS workers (£12.75.per hour at 2021/22 pay scale). This compares to London Living Wage (2021/22) of £11.95.
- A commitment to promote Maximising Wellbeing at Home as a career of choice for Lewisham residents.
- A commitment to embedding the LondonADASS Big Promise within service delivery [https://www.youtube.com/watch?v=iZWclGpwfY&list=PLio1\\_qJY3EazD4z2SCKG\\_PqUPUhfAfGOYUd](https://www.youtube.com/watch?v=iZWclGpwfY&list=PLio1_qJY3EazD4z2SCKG_PqUPUhfAfGOYUd)

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- A commitment to identifying and nurturing untapped talent within the borough through developing innovative roles delivered through the apprenticeship route <https://lewisham.referrals.selectminds.com/landingpages/apprentice-opportunities-at-lewisham-council-7>
- The procurement process builds on the current delivery model (three Lead Providers of Maximising Wellbeing at Home in the Borough and these contracts have been extended until 31 March 2023).

3.2 The procurement was published on ProContact on 08/09/2022. Applicants were informed that the procurement process was a restricted procedure consisting of two stages:

- Stage 1: SSQ
- Stage 2: ITT and interview

3.3 The new contracts will go live on the 01 September 2023.

#### 4.0 Recommendation

4.1 It is recommended that Mayor and Cabinet approves extension of the following contracts for 5 months:

Contract	Estimated annual value	Estimated contract extension value (5 months)
Neighbourhood 1 – shared between Eleanor Nursing and Social Care, Westminster Homecare and Care Outlook	£2,500,000	£1,041,666.67
Neighbourhood 2 – Eleanor Nursing and Social Care	£6,000,000	£2,500,000.00
Neighbourhood 3 – Westminster Homecare	£5,300,000	£2,208,333.33
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#### 5.0 Policy Context

5.1 The Care Act 2014 had a significant impact on Maximising Wellbeing at Home providers and commissioners and on people who use Maximising Wellbeing at Home services and their carers. The majority of the Care Act came into effect in April 2015 and put a duty on local authorities to promote wellbeing and meet needs (rather than requiring them simply to provide services). It also requires local authorities to assess and offer support to address the needs of carers, independently of the person they care for. This is aligned with a range of other carer-specific policies which emphasise the value of carers, and the importance of enabling them to have ‘a life alongside caring’.

5.2 Under the Act, local authorities have a duty to prevent, delay or reduce the development of people’s social care needs, so far as possible, and to work in an integrated, person-centred way, with all other support agencies including those in the third sector. They also have a duty to provide information and advice for the whole population, not just those who are receiving services that they fund. This means that people funding their own Maximising Wellbeing at Home support are entitled to guidance from the local authority, including on financial matters. The Care Act 2014 also requires local authorities to stimulate and manage their local market to benefit the whole population, not just those in receipt of local authority funded support.

5.3 Engaging people with lived experience is a core element of the Care Act 2014, which states: ‘Local authorities should, where possible, actively promote participation in providing interventions that are co-produced with individuals, families, friends, carers and the community’.

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5.4 The report supports the following Corporate priorities:

- Cleaner and greener
- A strong local economy
- Open Lewisham
- Health and wellbeing

## 6.0 Background

6.1 In 2015, Lewisham Council adopted a Neighbourhood Care Team Model as part of the wider initiative to establish health and care services on a neighbourhood footprint. With health partners, it worked to establish virtual neighbourhood teams of district nurses and social work staff aligned to GP practices, working with other specialist community health and care services such as the South London and Maudsley NHS Foundation Trust to co-ordinate work at a neighbourhood level. The Council appointed a neighbourhood coordinator for each of the four neighbourhoods to coordinate the partnership. A key part of this vision included building strong relationships with the lead home care providers.

6.2 The Council entered into 2-year contracts (with the option to extend for 1 year) on 01 April 2016 with 4 Home Care providers, one for each of the planned four neighbourhoods. This contract replaced the previous Framework Agreement for Domiciliary Care (2010-2016) which included 18 providers.

6.3 The rationale for the significant consolidation of contracted home care providers was to appoint one Lead Provider per Neighbourhood who would have the capacity and expertise to lead the delivery of home care in that neighbourhood and work closely with the neighbourhood teams. The Service Specification for the Lead Provider contract was developed to enable Adult Social Care and Health to optimise the home care service to individuals in their own home by facilitating integrated working across health and social care, offering a localised and personalised experience and most importantly delivering the outcomes that are important to the Service User.

6.4 Three of the four contracts have been extended until 31 March 2023. The Neighbourhood 1 contract was not extended, due to quality issues. As a result, the Neighbourhood 1 contract was split between the remaining three remaining lead providers based on postcode.

6.5 Throughout its tenure the Home Care Contract has enabled the Council to discharge its responsibilities to provide care to individuals in their own home in an efficient, structured and timely way.

6.6 Adult Social Care Neighbourhood Leads report that there has been an improvement in the provision of Home Care since moving to the Lead Provider model. It has been easier to build relationships with one Lead Provider and ensure that quality concerns are addressed promptly. They have been encouraged by the Provider's willingness to take part in Multi-Disciplinary meetings and pilot new ways of working to benefit their Service Users. Service Users also report benefits from the Neighbourhood Model of Home Care including a more positive experience of service provision and an increase in independence and enhanced quality of life. The re-procurement will build on these foundations.

6.7 Insourcing has been considered and an options appraisal was undertaken in 2019 looking at:

- The re procurement of domiciliary care services via the existing neighbourhood model;
- Transferring services back 'in house' under the existing Adult Social Care management structure; Option A.
- The establishment of a Council owned organisation to deliver domiciliary care services; Option B.

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- 6.7.1 The report concluded that transferring services back ‘in house’ under the existing Adult Social Care management structure (Option A) over a five-year period is estimated to cost £142m, whilst establishing a Council owned organisation to deliver domiciliary care services (Option B) over a five-year period is estimated to cost £118m, compared to delivering the service in its current form (£91m). Both Option A and Option B would also impact on the Councils market shaping duty (Care Act, 2014) to stimulate a diverse range of care and support services to ensure that people and their carers have choice over how their needs are met and that they are able to achieve the things that are important to them. Both Option A and Option B would also be challenging as currently the Council do not employ staff with the necessary knowledge, skills and experience to run such diverse and complex services
- 6.8 The new Home Care model and re-procurement seeks to maximise benefits to the adult social care home care workforce in order to both to recognise their value and also provide real career opportunities and embrace them within our Proud to Care Lewisham family.
- 6.9 In parallel, we will also be growing the Personal Assistant market to enable residents to have greater choice and control.
- 7.0 New model which will go live on the 01 September 2023 – We are Proud to Care**
- 7.1 The new model of care will adopt a personalised set of principles through which care will be provided – all providers and staff delivering the new model of home care will embed the following principles in their approach  
<https://www.youtube.com/watch?v=i9yGRuLaUuw> :
- We feel no act of kindness is too small
  - We are a family
  - We give people a voice
  - We are making a difference
  - We care for the most vulnerable people in society
  - We are training and developing the future workforce
- 7.2 Embedding the voice of people with lived experience and unpaid carers into the delivery and overview of the service – successful bidders will be required to meaningfully involve people with lived experience and unpaid carers in their service delivery. This will help to further embed the development and delivery of person centred, outcome focused support planning initiatives.
- 7.3 Four Lead Neighbourhood Providers of Home Care
- 7.3.1 The new model will continue to be embedded within a neighbourhood model. Home Care Workers will be integral members of the neighbourhood teams, working alongside other health and care staff in the neighbourhoods. Neighbourhood Teams will continue to work together to create an integrated health and care service that is focused on the individual to provide a more responsive, person-centred service. Clients will be allocated to the same worker(s) wherever possible. Shared training opportunities will be a key element of this. This will be led by the Proud to Care local Lewisham apprentices  
<https://lewisham.referrals.selectminds.com/jobs/proud-to-care-lewisham-local-lead-3009>
- 7.3.2 The Neighbourhood Model will continue to improve communication between organisations, reduce duplication and build a support team around the individual to prevent or delay their need increasing and enable wellbeing, choice and independence. This will result in the right level of care and support in the community for all adults requiring services.
- 7.4 Embedding the service within the wider Lewisham Community Offer – the service will be an equal member of the Lewisham Community Offer and be integrated in the wider transformational change including the Empowering Lewisham work. It is expected that

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the branch offices of each neighbourhood provider will become a hub whereby all health, social care and other relevant organisations working in that neighbourhood can hot desk etc.

- 7.5 A career progression pathway for home care workers. The career progression pathway will be developed in consultation with the home care provider forum and overseen by the Home Care Procurement Reference Group supported by colleagues from Skills for Care. This will draw on the work of the London Adult Social Care Academy which goes live on the 01 April 2022. This will be embedded in the ICS commitment to working with social care providers to promote workforce development opportunities and career pathways.
- 7.6 Compliance with UNISON's ethical care charter. Building on the current contractual arrangements, all bidders will need to demonstrate that they are compliant with the UNISON's ethical care charter stages 1 – 3.
- 7.7 A commitment to promote home care as a career of choice for Lewisham residents. All bidders will be required to work collaboratively to promote home care as a career of choice to Lewisham residents through the Proud to Care Lewisham initiative. This will include:
- Visits to schools and Colleges of Further Education
  - Organising and running recruitment fairs
  - Other innovative evidence-based initiatives
- 7.8 A commitment to embedding the LondonADASS Big Promise within service delivery [https://www.youtube.com/watch?v=iZWclcGpwfY&list=PLio1\\_qJY3EazD4z2SCKGPqUPUhAfGOYUd](https://www.youtube.com/watch?v=iZWclcGpwfY&list=PLio1_qJY3EazD4z2SCKGPqUPUhAfGOYUd).
- 7.9 A commitment to identifying and nurturing untapped talent within the borough through developing innovative roles delivered through the apprenticeship route <https://lewisham.referrals.selectminds.com/landingpages/apprentice-opportunities-at-lewisham-council-7>
- 7.10 Although the new home care model is not being insourced, the model aims to embed Home Care providers within the local economy and for branch offices to become hubs of activity supporting local communities. The neighbourhood model will help reduce travel time and providers will be encouraged to promote the sector as a career of choice amongst local residents.
- 8.0. Financial implications**
- 8.1 The estimated cost to renew the contract for five months is c£7.1m which is based on current activity levels. This is a demand-led service and the estimated cost may vary depending on increases / decreases in demand.
- 8.2 There is sufficient budget provision for financial year 2023-24 and any cost increases can be mitigated by the social care grant.
- 9.0 Legal implications**
- 9.1 As set out in the Part 2 report.
- 10.0 Equalities implications**
- 10.1 The current providers will continue to fulfil their equalities contractual obligations for the extended five months.
- 11.0 Climate change and environmental implications**

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11.1 The current providers will continue to fulfil their climate change and environmental contractual obligations for the extended five months.

## 12.0 Crime and Disorder implications

12.1 There are no specific crime and disorder implications arising from this extension

## 13.0 Health and wellbeing implications

13.1 The current providers will continue to fulfill their contractual obligations for the extended five months on increasing Service User's independence by giving them more choice and control in arrangements for their care and allowing Care Workers sufficient time to work with Service Users to enable them to regain skills and develop strategies that allow them to remain in their own home.

## 14.0 Social Value implications

14.1 The current providers will continue to fulfil their Social Value contractual obligations for the extended five months.

## 15.0 Background Papers

Title of Document	Date	File Location	Contact Officer
Mayor & Cabinet (Contracts) Report: Award of Home Care Services (Lead Provider) Contract	9.12.15	Governance Support	Emma Aye-Kumi
Mayor & Cabinet (Contracts) Report: Provision of Homecare Services (Lead Provider) – Extension of Contract	6.12.17	Governance Support	Emma Aye-Kumi
Mayor & Cabinet (Contracts) Adoption of the Ethical Care Charter	20.9.18	Governance Support	Emma Aye-Kumi
Mayor & Cabinet: Report on Care at Home	21.11.18	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: Provision of Homecare Services (Lead Provider) – Extension of Contract	12.12.18	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: Provision of Homecare Services (Lead Provider) – Extension of Contract	30.10.19	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: Future Home Care Arrangements	11.03.2020	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report: COVID related contract extensions	24.03.2021	Governance Support	Emma Aye-Kumi
Mayor & Cabinet Report:	09.03.2022	Governance Support	Emma Aye-Kumi

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**Report author and contact**

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**Comments for and on behalf of the Director of Law and Corporate Governance**

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