



## Mayor and Cabinet

### **Award of contract for Extra Care Services at Conrad Court to Housing 21.**

**Date:** 29 January 2025

**Key decision:** Yes

**Class:** Part 1

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

**Contributors:** Assistant Director - Adult Integrated Commissioning, Director- Adult integrated commissioning, Finance Business Partner, Senior Lawyer

### **Outline and recommendations**

Mayor and Cabinet are recommended:

To award a contract to Housing 21 for the delivery of extra care services at Conrad Court for three years. This will equate to an annual cost of £820,635.92, and a total of £ 2,461,907.76 for the full 3 years of the contract noting that the contract will be entered into after 24<sup>th</sup> February 2025.

To delegate to the Executive Director for Adult Social Care & Health agree the detail of the contract terms.

### **Timeline of engagement and decision-making**

<b>Date</b>	<b>Decision making</b>
13 March 2019	Mayor and Cabinet agreed the award of contract for the provision of Extra Care and preventative support services at Conrad Court with Notting Hill Genesis for three years with the option to further extend for two years
12 December 2022	Mayor and Cabinet agreed to exercise the two year extension in the contract to September 2024 and the transfer of the contract to the Housing 21
11 <sup>th</sup> June 2024	Executive Director for Adult Social Care and Health agreed a further extension to this contract for seven months till the 30 <sup>th</sup> of April 2025.

## 1. Summary and Purpose of this report

- 1.1 The report recommends that a new contract of three years be awarded to Housing 21 for Extra Care services at Conrad Court from 1<sup>st</sup> May 2025.
- 1.2 The report describes work undertaken by officers to review options for delivery of this service. This includes market testing, consultation with residents and stakeholders, quality assurance review and Equalities Analysis Assessment.

## 2. Recommendations

It is recommended that Mayor and Cabinet agree:

To award a contract to Housing 21 for the delivery of Extra Care services at Conrad Court for three years up to 30 April 2028, at an annual cost of £820,635.92, and a total of £ 2,461,907.76 for the full 3 years of the contract noting that the contract will be entered into after 24<sup>th</sup> February 2025.

To delegate to the Executive Director for Adult Social Care & Health to agree the detail of the contract terms.

## 3. Policy Context

- 3.1 This report aligns with Lewisham's Corporate Priorities, as set out in the Council's [Corporate Strategy \(2022-2026\)](#):
  - Cleaner and Greener
  - A Strong Local Economy
  - Quality Housing
  - Children and Young People
  - Safer Communities
  - Open Lewisham
  - Health and Wellbeing`
- 3.2 This report is closely aligned to priorities 'Quality Housing' and 'Health and Wellbeing'.
  - Housing: Extra Care is a 'housing with support' model of service. It allows people with significant care and support needs who can no longer live safely and independently in their own homes, to maximise their independence for longer in a setting where they have their own flat and own front door but with responsive onsite support in addition to assessed planned packages of care. In particular, the offer includes care at night which means that people might otherwise be referred for 24-hour residential care in a more restrictive environment. Extra Care is, therefore, also a cost-efficient model as it is significantly less costly than a residential care option.

- Health and Wellbeing: Local authorities in England have a statutory duty to plan for the provision to meet the assessed eligible needs of service users who are ordinarily resident in their area.
- 3.3 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 care and 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.
- 3.4 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.
- 3.5 National HAPPI (Housing our Ageing Population) research identifies 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'
- 3.6 The HAPPI 3 report (published June 2013) highlighted that local authorities are key players in meeting the needs of an ageing 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

- 4.1 The Council commissions four Extra Care housing services in the borough. Three of these are delivered by Housing 21, who are both the landlord and care provider. These each contain a mix of flats for Extra Care and for General Needs. Cinnamon Court and Cedar Court have 80 flats in total. The third service is at Conrad Court (78 flats, 52 available for Extra Care) The fourth service is at Hazelhurst Court (60 flats, 40 available for Extra Care) where Phoenix Housing is the Landlord and the contract for the delivery of the Extra Care service was awarded in December 2022 to Westminster Homecare. This new contract began in February 2023. One Housing Group also operates an Extra Care service at Linden Court (52 flats), again as landlord and provider, though this service is not commissioned by the Council.
- 4.2 This represents a total of 172 flats directly commissioned by the Council. One hundred and thirty-two (132) (70% of the Council's commissioned Extra Care beds, 75% of its commissioned care hours) are directly contracted from Housing 21 as at September 2024.
- 4.3 Housing 21 has been providing Extra Care services to Lewisham Council since October 2002. They were the first (and for 12 years the only) Extra Care provider in the borough. The original contract for Cinnamon and Cedar Courts was awarded after the freehold sale of Council land and property following an open tender process. Housing 21 is also the owner and landlord of Conrad Court following its recent sale to them by Notting Hill Genesis.
- 4.4 Housing 21 operate an integrated model of Extra Care as standard which they believe to be both efficient and the best model of service delivery to residents, offering continuity of contact and clearer lines of accountability. Their position is that they will not host another provider for the delivery of Extra Care services. For the Council this allows a single line of communication around any issues on site, and single accountability for the service to residents.
- 4.5 Housing 21 is a substantial provider of Extra Care services in the borough, the Council has a duty to ensure that it is not exposed to either financial or quality risk in its commissioning of that service. Therefore, the Council needs to look strategically to review its ability to control and benchmark the costs of these services and, also to ensure that it can act if the quality of the service does not match that required by the Council.
- 4.6 The Council recognises Housing 21's preference for an integrated model of housing and support in its Extra Care provision. However, this does potentially impact contract negotiations, including on price. If price and quality considerations were of concern, and the Council had no option but to terminate the contract with Housing 21, tenants at Conrad Court could potentially be put at risk of disjointed care with the possibility of a potential loss of tenancy.

- 4.7 If the Council no longer had access to these units, it would have to source 52 flats to relocate existing tenants. These would have to have been built to a SW2 'good' standard meeting high accessibility requirement (e.g. for wheelchair access, wet rooms etc) which are co-located in one or two blocks and 'secure by design'. The viability of sourcing this housing at this time has been explored and is set out in section 5 of this report.
- 4.8 Without the option of alternative accommodation for the delivery of Extra Care services, one alternative would be to source residential care home places for those 52 clients. The care home market would struggle to meet this demand, accommodation would not be deliverable solely in Lewisham, and so a significant number of people would need to be placed out of borough.
- 4.9 Moving these people who are assessed as eligible for Extra Care to residential care would not be line with the Council's responsibility to provide care in the least restrictive environment for people.
- 4.10 Housing 21 might require the Council to move its clients from Conrad Court if we no longer contracted with them for Extra Care, as the tenancies are linked with the delivery of Extra Care. Housing 21 could serve eviction notices to those tenants. Tenants might also bring action against the Council for causing them to lose their home and against Housing 21 for serving eviction notices. However officers would work closely with Housing 21, based on existing strong working relationships, to identify different options and avoid this outcome.
- 4.11 If Housing 21 maintained tenancies with current tenants, the Council could potentially commission individual packages of care with homecare agencies. However, this is not an option because to be referred for Extra Care housing the person's Care Act Assessment has already considered that living at home with a package of care is not a safe situation for them. Individual packages of care would not provide a 24-hour continuous, 'joined up' and responsive service and it is very likely that there would be times of the day and night where no staff would be present. This could expose people to risk.
- 4.12 The Council, therefore, needs to give consideration as to whether, strategically, there is opportunity to develop alternative Extra Care housing and associated facilities of sufficiently high quality where landlord and service provision can be separated. This would mitigate potential risk to the Council in the longer term. Preliminary consideration of capital and accommodation availability suggests that this would be a much longer-term piece of work. Alternative accommodation is not available at this time and so consideration of alternative commissioning arrangements sits outside of this current contracting round with Housing 21.
- 4.13 This is a London Living Wage contract. Housing 21 meet other UNISON Ethical Care Charter requirements for paid leave, paid training, and Occupational Sick Pay. The co-located nature of the service does however support the delivery of short, 15 minutes, calls for the purposes of planned 'light touch' wellbeing checks.
- 4.14 On 11 June 2024, the Executive Director for Adult Social Care and Health agreed a further extension to this contract for seven months until 30<sup>th</sup> April 2025. This

was to allow officers to undertake a range of work to support recommendations for future procurement of the service.

## **5 Alternative Option considerations and rationale for direct award**

- 5.1 Housing 21 have an exclusive right to provide the service and officers have looked at alternatives.
- 5.2 Officers have considered what potential there may be to separate the landlord and provider functions for the delivery of Extra Care.
- 5.3 Properties used for the delivery of Extra Care must meet high standards of quality and have responsive housing management services. While this is an aspiration for all housing provision in the borough, there is a co-dependency between the housing functions and the quality of the care/ provider when CQC are inspecting services and the allocation of the quality rating by CQC.
- 5.4 Key considerations of buildings developed for use for Extra Care Housing (ECH), include a significantly large number of co-located flats (a minimum of 40 – 50) to deliver economies of scale of central costs and responsive care, office and rest areas for staff, an industrial kitchen for the commercial delivery of meals and other communal areas such as lounges and dining rooms.
- 5.5 This kind of development has high capital costs associated with it, both land purchase and build/ refurbishment costs. For example, projected build costs on recent - in the past 3-5 years – ‘similar’ schemes have been in the region of between £11-14 million. In today’s financial climate, an estimated 15-20% could be added to those projections.
- 5.6 The most recent Extra Care schemes developed by the Council (Conrad Court and Hazelhurst Court) were developed using a combination of Mayor’s fund capital grant, the capital that the landlords themselves invested in the builds, with some capital investment directly from the Council.
- 5.7 The 2020-26 Housing Strategy references the Council’s commitment to meeting the high demand for housing with support. However, the Council’s own capital resources to meet its commitments to social housing are stretched and compete against other infrastructure and improvement costs. It is unlikely that the Council could, at this time, purchase any of the integrated Extra Care locations outright.
- 5.8 Officers published an “Expression of interest (EOI) for Extra Care Housing Services’ (appendix 1) on the Council portal inviting all the providers in the Borough to send their interest. The requirements stipulated in the EOI for use for ECH, include a significantly large number of co-located flats (a minimum of 52-80) to deliver economies of scale of central costs and responsive care, office and rest areas for staff, an industrial kitchen for the commercial delivery of meals and other communal areas such as lounges and dining rooms. Despite extending deadline twice, only 2 responses were received, neither of which met the criteria as they did not submit the required information on available buildings within Lewisham.

- 5.9 The development of Conrad Court was specific to use for the delivery of Extra Care housing. If the Council chose not to commission Extra Care there, the landlord would still be required to deliver an Extra Care service there. In that eventuality, the Extra Care service would be advertised widely and there is a risk that people move into the borough to Conrad Court with unassessed future care and support needs.
- 5.10 The recent external procurement for the Extra Care service at Hazelhurst Court suggests that there is interest in a 'provider only' market, should there be buildings in place to host the care provision. In this case the tender was for only the care provision as the landlord does not provide care. There were eight submissions for that contract, five of which were valid submissions.
- 5.11 To conclude, whilst there is a 'provider only' market, there are not currently other providers who can provide care and buildings, and there is not available replacement accommodation to facilitate a procurement for the care provision alone.
- 5.12 Officers will continue to explore opportunities for strategic capital development, which given Housing 21's current position is the only current option to be able to procure in the 'provider only' market.

## **1 Consultation Process**

- 1.3 In June officers met with service users, their relatives, and staff to consult about Extra Care services at Conrad Court. Officers also answers questioned raised by service users, relatives, and staff.
- 1.4 Officers wrote to a wide range of individual people and stakeholder organisations with an interest at Conrad Court. The majority felt that Housing 21 is providing a good service at Conrad Court.
- 1.5 In total, 39 people completed the consultation questionnaire, 10 questionnaires were completed over the telephone, 29 submitted a hard copy of the response with the help of officers' support. Of the completed questionnaires 14 were completed by service users, 13 were completed by provider staff, and 2 by relevant Council staff in Adult Social Care.
- 1.6 Analysis of the consultation questionnaire responses can be found in Appendix 2 of this report.

### **Outcomes of the Consultation**

- 1.7 Feedback from service users, staff and relative has generally been positive. responses also identified areas for improvement around activities, ventilation and catering.
- 1.8 Officers have considered the comments made throughout the consultation and areas for improvement and have written to Housing 21 as part of Contract Management Meeting to develop responses.

- 1.9 Housing 21 has confirmed that they have already started addressing the concerns raised. The progress will be monitored as part of the contract and quality assurance process. This includes commissioning an engineer to address the ventilation issue, recruiting an activity co-ordinator and a consultation to improve the menu choices.
- 1.10 This consultation is attached in Appendix 2. In summary, feedback was mixed with more people who responded positively to the consultation. Given the overall positive feedback and responses to the issues raised, the consultation supports a continuation of service and provider.

## **8 Quality Assurance Considerations**

- 1.1 The Contract and Quality Assurance Officer (CQAO) has undertaken further visits to Conrad Court on the 21<sup>st</sup> and 29<sup>th</sup> May 2024. These visits found that the service continues to be well managed across all areas of enquiry.
- 1.2 The service was found to be safe, clean, well-staffed and well managed, with positive feedback from Service Users and family members contacted as part of the visit. Staff members consulted said that they felt confident and supported in their role.
- 1.3 Although officers have no current concerns about this service, as mentioned above, actions plans are in place for continuous quality improvement. An area identified for improvement from the Council's most recent visit is improved assurance of the timeliness of signatures on all relevant assessment forms by both tenants/ clients and assessors.
- 1.4 There have been no further visits by the Care Quality Commission (CQC) to Conrad Court since 2019. Conrad Court therefore remains rated as 'Good'.
- 1.5 Through the Quality Assurance work that has been undertaken since May 2024, officers are assured Conrad Court is delivering an overall Good Service, supporting the recommendation for a new contract be awarded to Housing 21.

## **2 Co-production of a new service specification with partners.**

- 2.1 Council officers have invited a range of stakeholders to be involved in developing the specification for the commissioned Extra Care Service at Conrad Court, and the plans for improvements to the service. As part of the specification development process, officers are talking to these groups about opportunities to improve the service and to be part of the quality monitoring process.

## **10 Value for Money**

- 10.1 Officers undertook a benchmarking exercise to ensure that the Extra Care



Service is delivering value for money. Details of hourly rates were obtained from 3 neighbouring boroughs but are commercially sensitive, so full detail of the Benchmarking can be in the Part 2 report and Appendix 6.

- 10.2 Extra Care services are costed at an hourly rate. The pricing tool used by Housing 21 is based on the United Kingdom Homecare Association tool (appendix 4) which is applicable to ECH which is paid at an hourly rate. That tool would suggest that the usual hourly rate for home care on the National Minimum Wage (NMW) should be £28.53. However to apply this tool here it requires adjustment to remove costs associated with travel (-£4.24) and increase the core wage assumption to reflect the London Living Wage (+£2.41). The cost for comparison would therefore be £26.70. The hourly rate paid to Housing 21 for this contract is below this.
- 10.3 A benchmarking exercise was undertaken with neighbouring Local Authorities for the Extra Care Services. The Benchmarking data refers to 2024/2025 annual hourly rate comparison. Officers sought to compare across a range, so used the lowest and the highest hourly rate for an Extra Care scheme in each borough. The Lewisham lower rate is higher than the 3 neighbouring local authority rates. For the higher hourly rate, at Conrad Court specifically the hourly rate is the second highest.
- 10.4 Not all Extra Care services configure their rate using the same process. Some are by hourly rate, some reflect a 'core and flexi' formula. Different Councils can agree to pay for different costs for examples an activities coordinator or agreement around complex needs care packages. This can make direct cost comparisons challenging.
- 10.5 This shows Extra Care in Lewisham, and in Conrad Court, is more expensive than in two of three neighbouring boroughs. Officers have requested more information and plan follow-up discussions with these boroughs to understand the drivers of these differences, explore different service models and identify any opportunities for efficiencies.
- 10.6 The Hourly rate at Conrad Court is higher than the other two Housing 21 schemes in the borough. This is driven by the existing costs of the scheme at the point of acquisition, and officers are negotiating to seek to bring this in line with Cinamon and Cedar Court in the future.
- 10.7 Residential care costs to Lewisham Council are an estimate average £967 a week whereas ECH cost per week is around £416.95 with a higher support need. On average ECH costs £605 less in comparison a residential care placement.
- 10.8 Officers in commissioning and Adult Social Care are working with the provider to accommodate people with different needs currently receiving higher cost, more restrictive care elsewhere, currently estimated to result in a saving of £150,000 per annum.
- 10.9 Officers continue to negotiate with the provider to explore opportunities to reduce the hourly rate at Conrad Court and across Extra Care, including through adjusting the balance of block booked and spot hours, and focussing on opportunities to reduce specific costs that are higher in some schemes than others.

10.10 Utilisation of the scheme, total hours of care packages agreed and overall cost will be monitored closely and reported monthly to senior officers.

## 11 Financial implications

11.1 The available annual budget for this service in 2024/25 is £0.820m

11.2 The Contract value represents a block purchase hours of care at the hourly rate laid out in the part 2 report. Care packages are agreed by the Council's arranging care team. Where the total hours of care agreed and delivered at Conrad Court exceed those block purchased hours, the provider bills the Council for these at the same hourly rate.

11.3 The arrangement is any approved and authorised hours over the block will be absorbed and managed within packages of care spot budgets and will be closely monitored by ASC Budget holders supported by Finance.

## 12. Legal implications

12.1. It is proposed that a contract is entered into after 23rd February 2025 and must therefore comply with the provisions of the Procurement Act 2023. The recommendation in this report is that the contract is entered into without first undertaking a competitive process and therefore the Council will be relying on the "exclusive rights" of the ownership of the buildings that Housing 21 have to directly award the Extra Care Services Contract to them. To rely on this exemption the Council must be able to demonstrate that Housing 21 are the only service provider that can provide both buildings and service provision. The body of this report sets out further information in this regard. The Council must also demonstrate that there is no reasonable alternative.

12.2. Section 44 of the Procurement Act and regulation 5 of the Procurement Regulations 2024 require contracting authorities to publish a transparency notice before directly awarding any contract. The transparency notice must comply with the requirements of regulation 26 of the Procurement Regulations 2024. Provided these requirements are complied with in full, then any procurement challenge must be commenced within 30 days of the publication of the transparency notice. The Court has discretion to extend that period up to 3 months.

## 13 Risk Implications

13.1 Failure to approve the recommended decision will result in the following risks:

Risk	Mitigation
Not extending the service will require the Council to provide	None - this is a statutory requirement

alternative care for residents in line with their assessed needs under the Care Act.	
A lack of alternative buildings will limit procurement options.	Officers published an expressions of interest, and organisations who can identify suitable buildings in the borough of Lewisham that can be used as supported accommodation but there were no suitable provider that met the criteria .

**13.2 Agreeing to approve the recommended decision will result in the following risks:**

<b>Risk</b>	<b>Mitigation</b>
Delay in the procurement processs	Officers are currently working with the Procurement and legal team to meet current deadline.
Possible challenge from other providers for not going for an open tender.	Officers undertook an early Market expressions of interest around building stock available within Lewisham which was published on the 21 <sup>st</sup> June 2024. The deadline was extended twice with only two providers repoding and none met the criteria

**14. Equalities implications**

- 14.1 An Equalities Analysis Assessment (Appendix 3) was carried out and identified that the proposals would have a neutral/positive impact on the protected characteristic of Race because the commissioned service work with people in a person-centred way to ensure that their cultural needs are met.

- 14.2 The Equalities Analysis Assessment can be found in Appendix 3 of this report.
- 14.3 The Majority the people who currently live at Conrad Court are white British, followed by Black or Black British Caribbean and Black or Black British African. There is an underrepresentation of female in comparison to male living at Conrad Court. There is a small positive impact on the Black Caribbean ethnicity.
- 14.4 Throughout the consultation the majority of service users from the Conrad Court valued the range of activities which reflect people's culture and ethnicity. Service users also valued socialising with people from similar backgrounds to themselves and for some users it was important being able to access an African-Caribbean meal alongside other choices.
- 14.5 The new contract award will continue to support people with higher care and support needs is likely to also positively benefit the protected characteristics of Disability and Age.
- 14.6 Extra Care services specifically support the needs of older adults. Access to the scheme is targeted at adults who are 55 plus. However, the majority of the tenants at Conrad Court are aged 60 plus. The scheme also supports access to younger adults where this model of support might best meet their needs (e.g. people with a learning disability showing earlier than usual signs of aging).
- 14.7 Lewisham's Joint Strategic Needs Assessment, and the Housing Register, shows that the number of people from Black and Minority Ethnic communities is rising more steeply in the borough than the number of non BME people. The proportion of over 65s from black and minority ethnic (BME) groups was estimated to rise from 14% (2001 Census) to 26.8% in 2021. The quality assurance processes, and the service specification actively reviews how the requirements of all minority ethnic groups are reflected and supported in the scheme.

## **15. Climate change and environmental implications**

- 15.1 There are no specific environmental implications arising from the content of this report. However, officers will explore with Housing 21 what actions or work they might undertake to make the buildings more sustainable as part of agreeing social value requirements.
- 15.2 The Council has made a commitment to making the borough carbon neutral by 2030.
- 15.3 The award of the new contracts listed in this report will not have any negative impact on the rate of energy consumption or increase of carbon admissions.

## **16. Crime and disorder implications**

- 15.1 There are no specific crime and disorder implications.

## 17. Health and wellbeing implications

- 17.1 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. Thus, the development of high quality Extra Care housing will therefore support older adults to live as active and healthy members of their communities for longer.
- 17.2 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 such as Conrad Court have 'natural' opportunities for social engagement built into them, which can be shaped and developed by staff. Pre the Covid-19 Pandemic, there was a regular programme of tenant focussed activities delivered as part of the enhanced housing function. These are slowly restarting and being part of an Extra Care community also supports tenants to have the confidence and motivation to access other generic community events and facilities.
- 17.3 Extra Care services also minimise the debilitating impact of physical health impairments through the nature and design of the scheme. The absence of internal stairs and the provision of walk-in shower rooms maximises people's ability to live independently. Additionally, assistive technology Conrad Court which supports unplanned communication with tenants, and particularly assist with managing tenants' anxiety.

## 18 Social Value implications

- 18.1 The services listed are delivering support to vulnerable residents in the borough independently of local authority funding, promoting a range of social value in the borough.
- 18.2 Social Value is defined as the additional economic, social and environmental benefits that can be created when Lewisham Council purchases services outside of the organisation.
- 18.3 Lewisham aims to agree social value through commissioning and procurement activities through four objectives:
- Core Commitments
  - Employment and Skills
  - Economy and Growth
  - Environment, Community and Place
- 18.4 The Council's policy, and reporting workbook has been sent to Housing 21. The Council has asked them to give particular attention to the areas of Core Commitment and Environment, Community and Place. It has been noted that the organisation publishes a Modern Slavery and Human Trafficking Statement on their website.

18.5 The Council has particularly asked them to consider the following:

- Number of LBL residents employed
- Number of residents on work experience
- Volunteering opportunities for LBL residents
- The promotion of general healthy living information
- Supporting specific healthy eating initiatives
- Work practices that improve staff physical and mental wellbeing and reduce absenteeism due to ill health.
- Any accreditation that promotes health and well-being of service users, staff and/ or the wider community
- Digital inclusion

18.6 Progress against these will be monitored in line with the Council's Social Value Policy and will be built into formal contract management and monitoring processes.

## 19. Contract Management

1.11 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 quarterly Contract Management meetings between the Council and Housing 21, plus contract Management Dashboard reporting.

## 20. Background papers

Award of contract Mayor and Cabinet March 2019

<https://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=139&MId=5218&Ver=4>

Transfer of provider July 2022



Transfer of Extra  
Care Housing Provisic

Executive Director Report May 2024



ED report Conrad  
Court contract Extensi

## 21. 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
LLW (London Living Wage)	Means the hourly rate of pay as calculated and published annually by the Greater London Authority taking into account the higher cost of living in London and the rate of inflation
Social Value	The additional economic, social and environmental benefits that can be created when Lewisham Council purchases services outside of the organisation
Ordinary residence	The place where a person has adopted voluntarily to live for settled purposes as part of the regular order of their life. As opposed to 'placed' by a local authority.
Responsible Commissioner	The process for deciding which ICB has responsibility for paying for long term care and support.

## 20. Report Author(s) and Contact

Services Directorate

- a. Iain McDiarmid, Assistant Director - Adult Integrated Commissioning, Prevention, Inclusion and Public Health Adult Social Care and Health Lewisham Council & SEL ICS [iain.mcdiarmid@lewisham.gov.uk](mailto:iain.mcdiarmid@lewisham.gov.uk) and
- b. Najaah Sarah, Joint Commissioner, London Borough of Lewisham Adult Social Care and Health Directorate Lewisham Adult Integrated CommissioningTeam.[najaah.sarah@lewisham.gov.uk](mailto:najaah.sarah@lewisham.gov.uk)
- c. Comments for and on behalf of the Executive Director for Corporate Resources: Yusuf Shaibu, Strategic Business Partner - Communities [yusuf.shaibu3@lewisham.gov.uk](mailto:yusuf.shaibu3@lewisham.gov.uk)
- d. Comments for and on behalf of the Director of Law & Corporate Governance: Mia Agnew, Principal Lawyer [mia.agnew@lewisham.gov.uk](mailto:mia.agnew@lewisham.gov.uk)

# Appendix 1 Expression of Interest: Extra Care Housing Services

## LB Lewisham

### Expression of Interest: Extra Care Housing Services

**Client groups:** Older Adults; people with disabilities, people with Mental Health needs; people with health related needs.

LB Lewisham (LBL) is reviewing options for the future procurement of Extra Care housing services for Lewisham Residents. For clarity, Lewisham defines Extra Care Housing as:

- Extra Care housing is.
- for people eligible under the Care Act 2014 with significant care and support needs who can no longer live safely and independently in their own homes, to maximise their independence for longer in a setting where they have their own flat and own front door but with responsive onsite support in addition to assessed planned packages of care. In particular, the offer includes care at night which means that people might otherwise be referred for 24 hour residential /Nursing Care in a more restrictive environment.
- The provider of care and support must be registered with the CQC with a Good track record to be considered.

As part of this procurement exercise, LB Lewisham are seeking to understand what assets and housing stock is available in the borough to support the delivery of Extra Care Housing for Lewisham residents. In particular in the short term, LBL needs to establish options for the potential re-provision of an existing service for 52 residents, expiring on 1 May 2025.

LB Lewisham is seeking early expressions of interest, this includes interested organisations who can identify suitable buildings in the borough of Lewisham that can be used as Extra Care housing from **1<sup>st</sup> May 2025**.

Extra Care services are funded by grant awarded via the Local Authority on the basis of agreed packages of care, as well as Housing Benefit & Enhanced Housing Benefit income.

We are seeking suitable accommodation offering:

- 1 building, or two buildings able to be managed as a single service, in the London Borough of Lewisham offering 52 self-contained flats that can be used to deliver Extra Care housing services for adults with **high to low level care needs**.
- These buildings would need to be able to be vacant and available on the required date to accommodate the residents of the existing scheme.

We will not consider:

- buildings with less than 52 self-contained flats
- buildings with over 80 self-contained flats
- buildings with self-contained flats that do not include all the following: kitchen/ living area, a separate bedroom and a walk in shower room
- building in need of investment / repair
- buildings that do not comply with relevant Health & Safety regulations
- buildings that are not in the borough of Lewisham
- buildings that are not available for use from 1<sup>st</sup> May 2025
- buildings that cannot be used for the duration of a 5 year Extra Care housing contract



We are interested in working with Landlords / RSL's / Organisations who are willing enter into leasehold or management agreements with domiciliary care providers to host Extra Care housing services, or organisations who may be in a position to provide both accommodation and care. We are looking for landlords who are willing to work in partnership with care providers and are not looking to lease the properties directly.

Should providers or landlords have potentially suitable accommodation available for a future date but not for the purposes of this exercise, we would welcome a dialogue following the closure of this process.

If you would like to make an EOI, please complete pro-forma below and return to Joint Commissioning Team. We will only be responding to EOI that include a completed pro-forma and who meet the criteria as described above.

**Supported Accommodation – Building Pro-forma**

Name of organisation

Address

Contact details

Type of organisation:

Property Details:

Address(s), Borough and Post code(s)	
Landlord details	
Total Number of single self-contained flats with level access throughout, with: <ul style="list-style-type: none"> <li>- Kitchen/ living area</li> <li>- Separate bedroom</li> <li>- Walk in shower room</li> </ul>	
Total Number of single self-contained flats with the above criteria and an additional bedroom	
Total Number of single self-contained flats with level access throughout, with:	

<ul style="list-style-type: none"> <li>- Kitchen/living area with specially adapted facilities for use by people in wheelchairs</li> <li>- Separate bedroom</li> <li>- Walk in shower room</li> </ul>	
Number of communal dining areas	
Number of communal lounges	
Number of communal leisure areas	
Number of office spaces	
Other communal spaces	
Reception space	
Industrial Kitchen facilities	
Garden facilities	
Current use	
Will an application to change use be required to use building for Extra Care housing?	
Is building currently tenanted?	
What is notice period for existing tenants?	
Can building be used from 1st April 2026 – 31 <sup>st</sup> March 20231 as supported housing?	
Current building management arrangements	
Energy Efficiency Rating EPC??	
Address(s), Borough and Post code(s)	

## Appendix 2 – Consultation

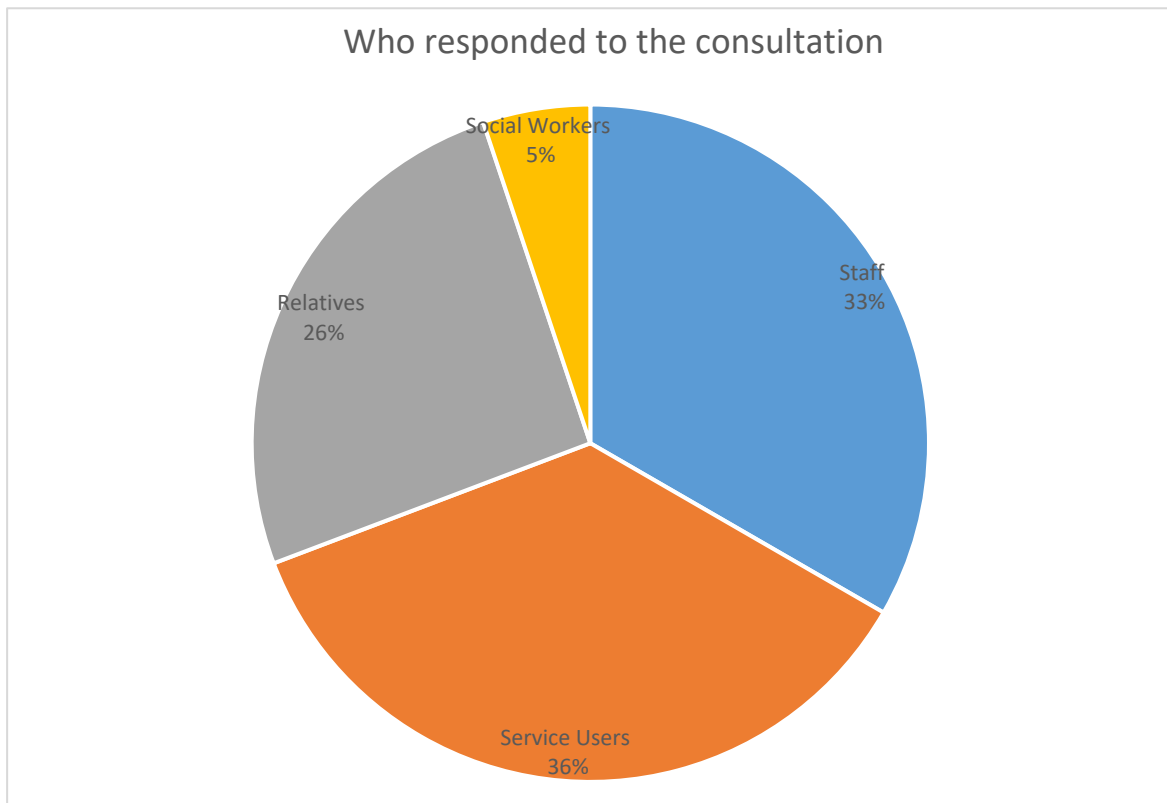
### Consultation process

In June officers met with a number of service users and staff and spoke to relatives. Officers explained about the consultation to award Housing 21 a new contract for Extra Care services at Conrad Court. Officers also answers questioned raised by service users, relatives, and staff.

Overall, 39 people completed the consultation questionnaire, 10 questionnaires were completed over the telephone 29 submitted a hard copy of the response with the help of officers' support. The largest group of respondents were service users and relatives. The second largest group were staff. Analysis of the consultation outline below.

### Questionnaire Responses by type

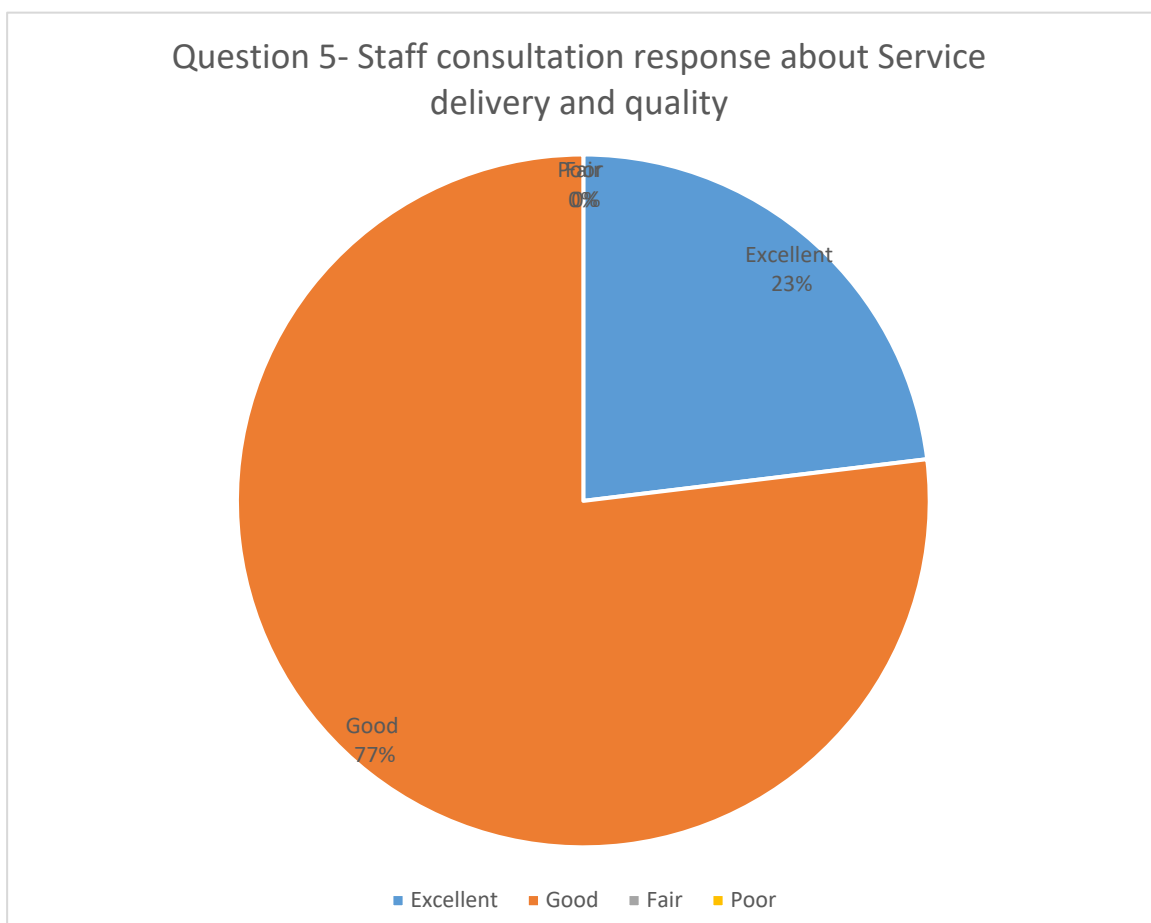
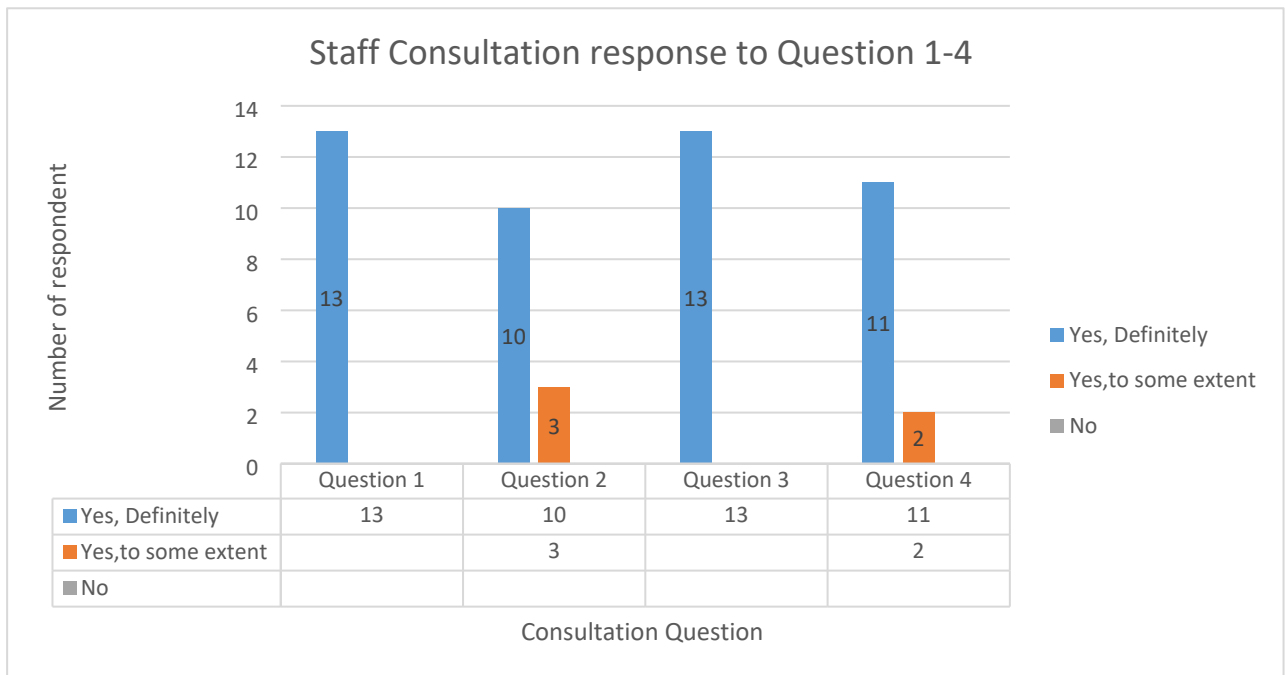
Respondents	Number
Staff	13
Service users	14
Relatives	10
Social Workers	2
Grand Total	39



The below charts show the breakdown of responses for the consultation at Conrad Court. The chart shows the breakdown of satisfaction level with the existing care provider (Housing 21) in their service delivery. Officers met with 13 staff on a one-one basis on the 27 June 2024 at Conrad Court. There was a set of 5 questions that was asked on the day.

Response to the following questions:

1. Do you feel you are given sufficient information about the service user and nature of service to be provided, prior to visiting the service user?
2. Do you feel supported by H21 Management?
3. Do you have training opportunities for personal growth and development? And regular supervision/appraisal?
4. Do you feel H21 is proactive in meeting the needs of equality and diversity?
5. In the last 12 months, how would you describe the Extra Care's performance in delivering a personalised service at Conrad Court?



The data shows that views on the consultation were mixed. All staff agreed that they are given sufficient information about service users' care plan, and they are having regularly training and development. Majority of staff confirmed that they are well supported by the Management Team. Most staff members rated the service as delivering a good

Is this report easy to understand? Please give us feedback so we can improve.  
 Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>

standard of Extra Care Service.

Officer asked staff about areas for improvement. Staff mentioned corridors getting too hot, if more ventilation can be provided, More activities for service users and better information on charges for repairs by the provider.

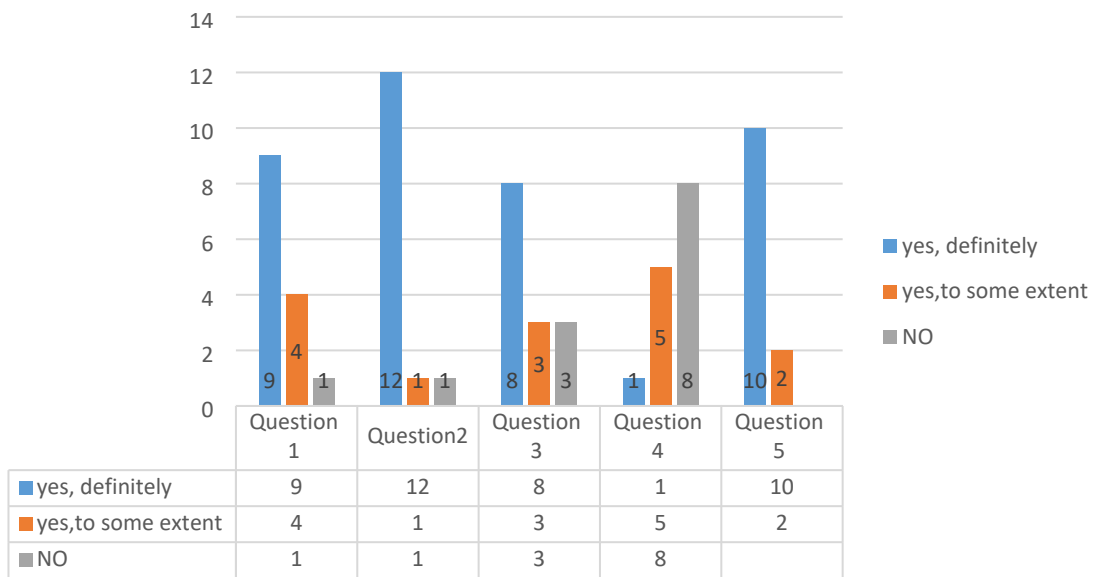
## **Service Users Consultation Questionnaire Responses**

The below charts show the breakdown of responses for the consultation at Conrad Court. The chart shows the breakdown of satisfaction level with the existing care provider (Housing 21) in their service delivery. On the 26 June 2024, Officers met with 14 service users in groups of four to gather feedback - there was a set of eight questions that was asked on the day.

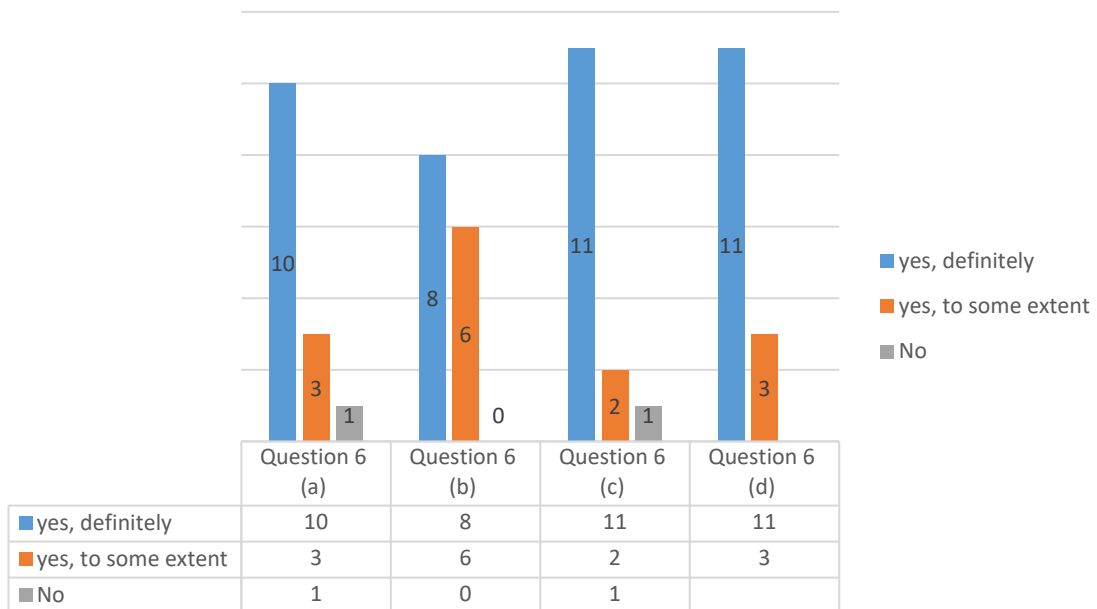
Response to the following questions

1. Do you feel your care needs are being met by all staff as per care calls?
2. Do you think you are treated with respect and dignity by the care worker(s) who visit you?
3. Do care staff respond quickly when you ask for help?
4. Does the organisation provide regular weekly activities for you to attend? What other activities would you like H21 to offer?
5. If you have any complaints/queries/safeguarding concerns, would you know who to report them to and would staff response to these issues?
6. Has H21 given you information on the following?
  - (a) How charges will be collected.
  - (b) What to expect from the care staff
  - (c) How to make a complaint
  - (d) How to raise a safeguarding concern.
7. Do you use the catering service?
  - (a) What do you think of the quality of the food?
  - (b) Are you happy with the menu choice?
  - (c) Do you have input into planning the menu?
8. In the last 12 months, how would you describe the Extra Care's performance in delivering a personalised service at Conrad Court?

### Service users consultation response Question 1-5

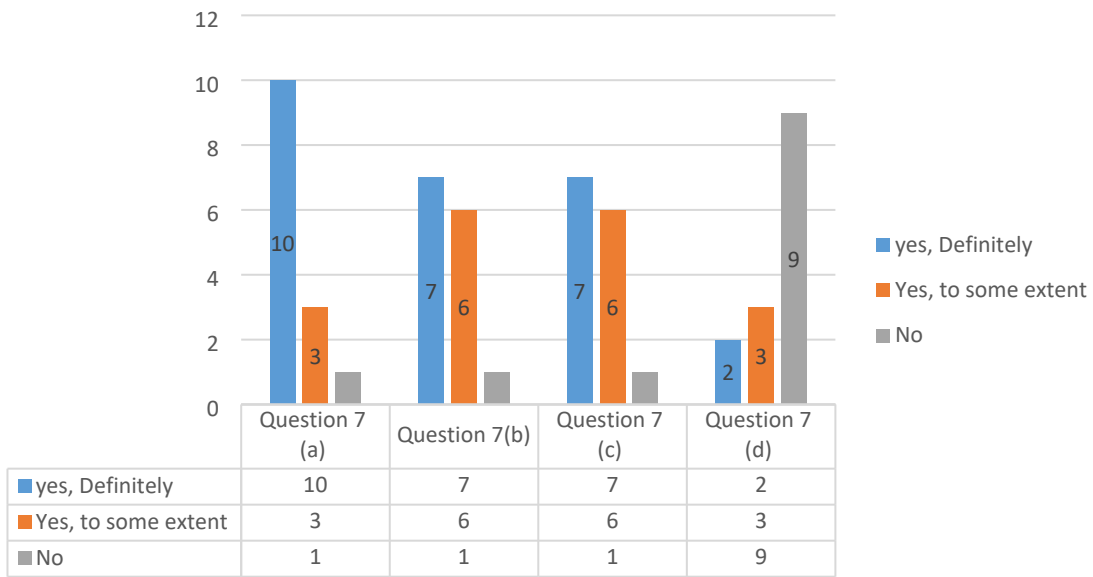


### Service Users consultation response Question 6

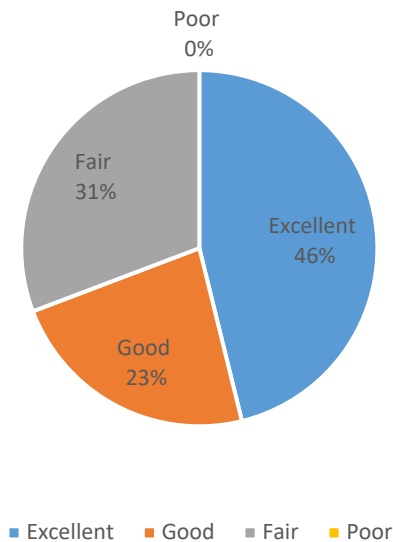


Is this report easy to understand? Please give us feedback so we can improve.  
 Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>

### Service Users consultation response Question 7



### Question 8 Service Users consultation response about service delivery and quality



The data shows that views on the consultation were mixed. Most service users either agreed or agreed to some extent that their needs were being met by staff in a timely

Is this report easy to understand? Please give us feedback so we can improve.  
 Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>



manner and staff treated them with respect and dignity. All service users know how to make a complaint and raise a safeguarding, and they felt that staff do respond to their concerns.

Most of the service users would like to be offered more interactive activities such as day trips to seaside, music and dance, yoga and arts and craft.

Most service users rated the service as delivering a Good/Excellent standard of Extra Care Service.

Officer asked service users about areas for improvement. Service Users mentioned corridors getting too hot, if more ventilation can be provided, more activities and interactive activities. Service users to be more involved in menu planning. Improvements in the catering service and quality of food.

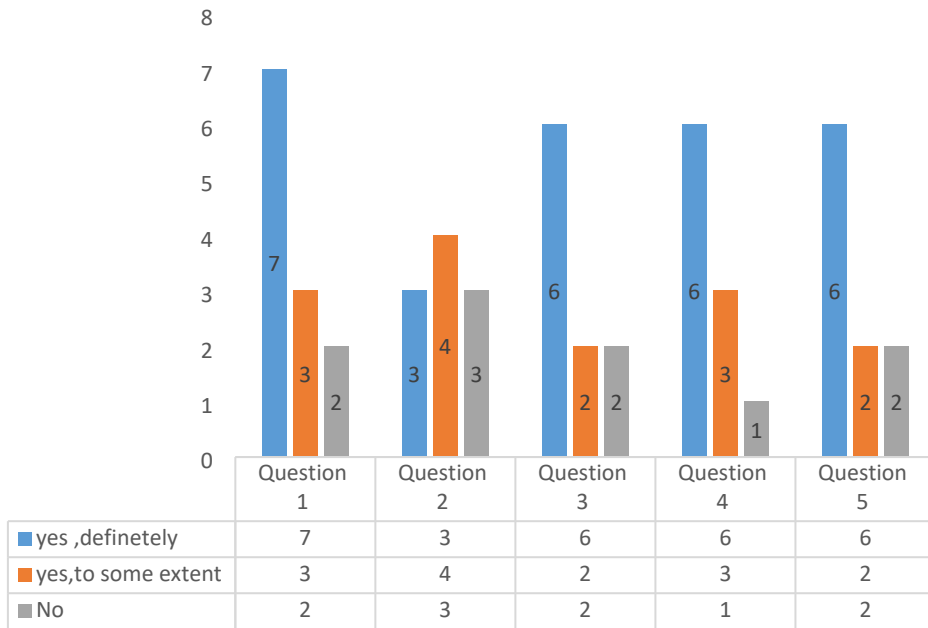
## **Relatives Consultation Questionnaire Responses**

The below charts show the breakdown of responses for the consultation at Conrad Court. The chart shows the breakdown of satisfaction level with the existing care provider (Housing 21) in their service delivery. Officer spoke with 10 relatives over the phone to gather their feedback. There was a set of seven questions that was asked.

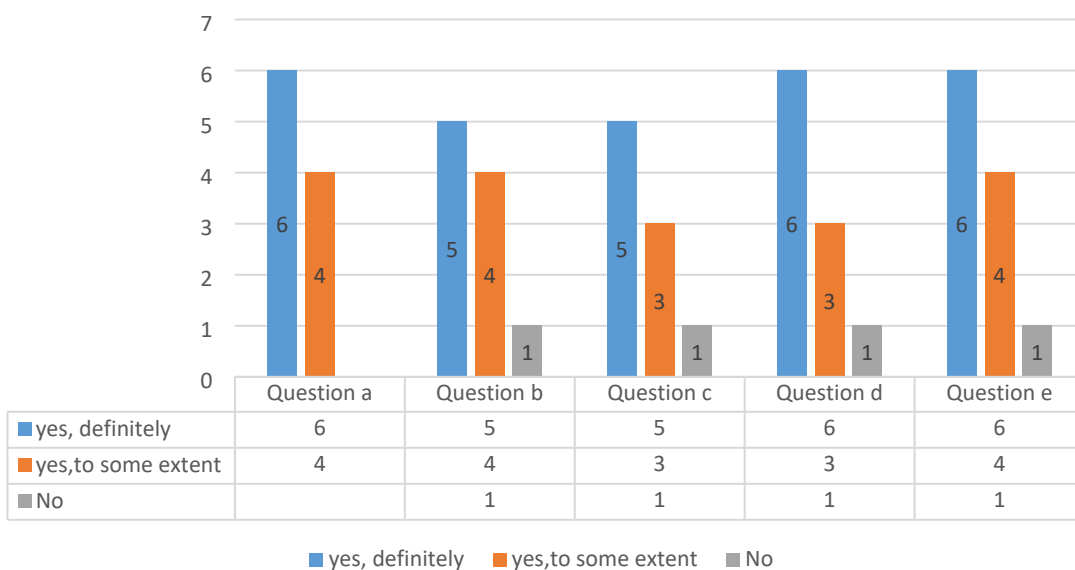
Response to the following questions

1. Are you happy with the care/support your relative/friend receives at Conrad Court?
2. Are you involved with care plan reviews?
3. Are staff responsive to your queries in a timely manner?
4. Do management communicate with you effectively regarding the health and wellbeing of your relative / friend, changes in care needs, changes in physical and mental health wellbeing?
5. Have you ever had to raise a concern to management? How well has management dealt with your concern, if any, and were you satisfy with the outcome?
6. Has H21 given you information on the following:
  - (a) How charges will be collected?
  - (b) What to expect from the care staff?
  - (c) What social activities are available?
  - (d) How to make a complaint?
  - (e)How to raise a safeguarding concern?
7. How satisfied are you with the level of service you receive from Housing 21

### Relative Consultation Response to question 1-5

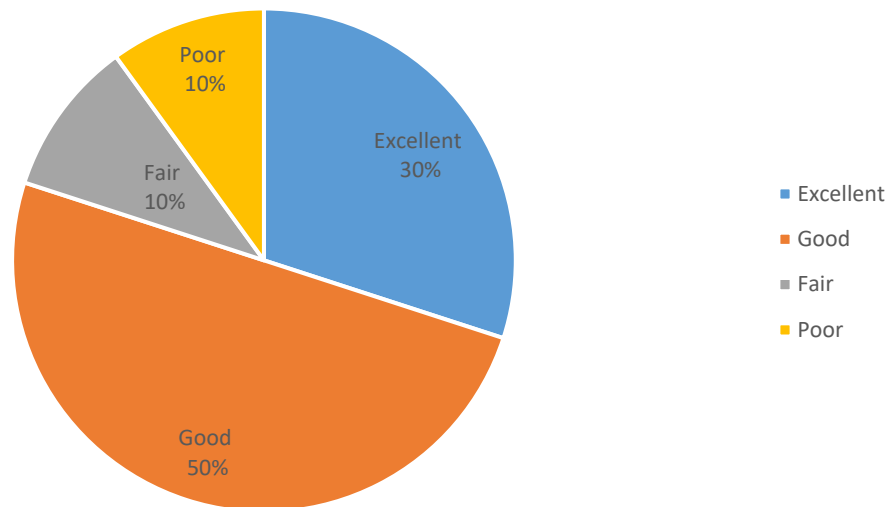


### Relative Consultation Response to Question 6



Is this report easy to understand? Please give us feedback so we can improve.  
 Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>

### Question 7 Relatives consultation response about service delivery and quality



The data show that views on the consultation were mixed. Most of the relatives either agreed or agreed to some extent that they were satisfied with the care and support their family receive. Staff are responsive to their needs in a timely manner and involve them in care planning reviews. They also felt that management communicates well with them regarding the health and wellbeing of their relative / friend. They can approach management if they have any concerns, and it has been dealt with effectively.

Most of the relatives rated the service as delivering a good/excellent standard of Extra Care Service. However, 10% rated the service as fair and another 10% as poor. The 10% rating as poor was because the service users care package was not sufficient to meets their changing current needs. Housing 21 have requested for the service user care package to be reviewed but there seem to be a delay on behalf of Adult Social Care Team in responding,

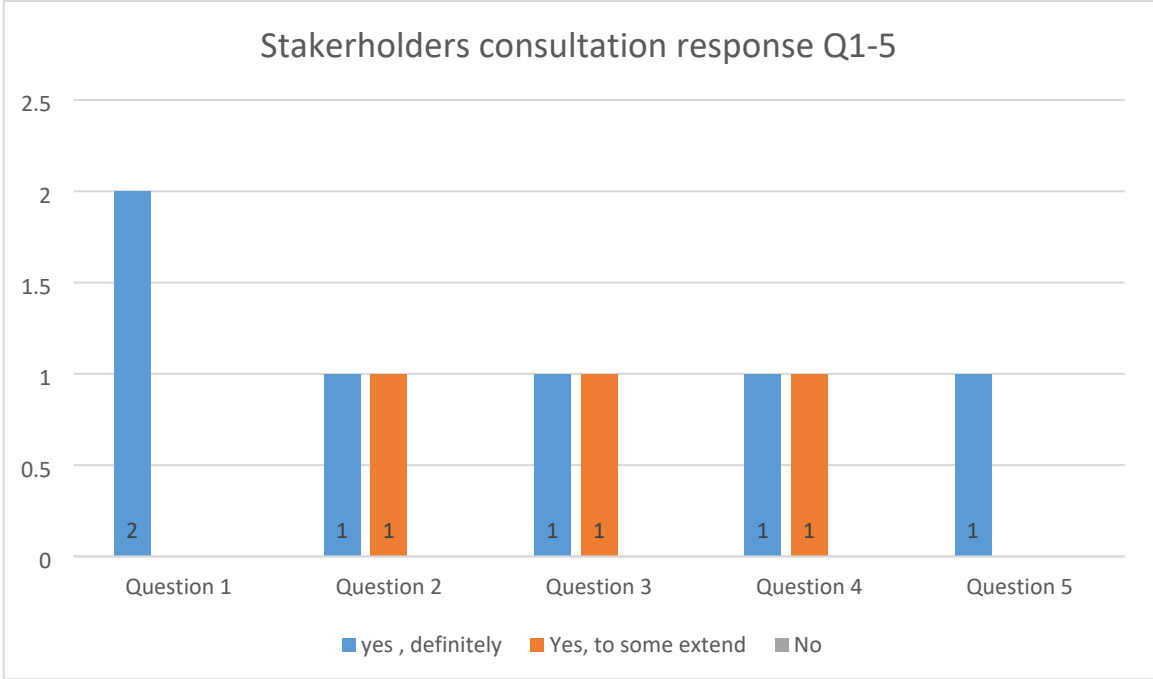
Officer asked relatives about areas for improvement. Relatives mentioned corridors getting too hot, if more ventilation can be provided, standard of cleaning for domestic calls to be better, presence of staff at reception, relative to be informed by staff of service users' hospital admission.

# Stakeholders Consultation Questionnaire Responses

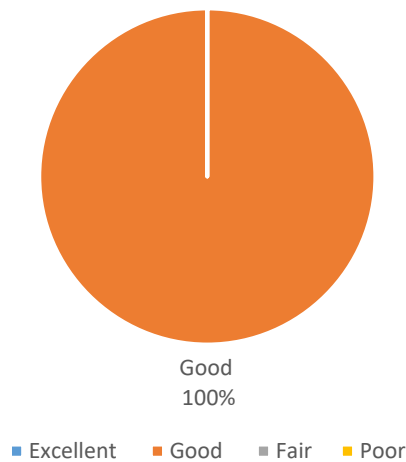
The below charts show the breakdown of responses for the consultation at Conrad Court. The chart shows the breakdown of satisfaction level with the existing care provider (Housing 21) in their service delivery. Officers sent out a questionnaire to all the stakeholders in the Council and the Hospital Team. Only two social workers responded. There was a set of six questions that was asked.

Response to the following questions

- 1. Did the Extra Care staff communicate well with you?
- 2. Did the Extra Care staff respond to your requests in a timely manner?
- 3. Did the Extra Care staff understand the complexity of the event/care package?
- 4. Did the Extra Care staff show an understanding of the person’s care needs.
- 5. Did the Extra Care staff deal sensitively with any conflicts e.g. family & care worker, service user & care worker?
- 6. In the last 12 months, how would you describe the Extra Care’s performance in delivering a personalised service?



## Stakeholders response about the service delivery and quality



The data show that views on the consultation were mixed. Most of the stakeholders either agreed or agreed to some extent that they were satisfied with the communication and the delivery of the care package in a timely manner. Staff seemed to understand service user's complex needs. All the stakeholders rated the service as Good.

Improvements identified by stakeholders were having a person by reception to open the door as sometimes it takes longer for staff to open the main entrance door. Activities to be provided for all to prevent social isolation.

### Conclusion

The overall feedback about the consultation has been positive. All stakeholders agreed that Housing 21 is delivering a good service at Conrad Court. However, there were some areas identified for improvement mainly around activities, ventilation in the building and menu planning. Housing 21 have been made aware of the concerns at the Contract Management meeting that took place on the 27<sup>th</sup> of August 2024. Housing 21 has since confirmed that they have commissioned an engineer to resolve the ventilation problem, they are in a process of recruiting an activity co-ordinator and proposing to run a consultation to improve the menu choices. The progress will be monitored as part of the contract monitoring process.

# **Equalities Analysis Assessment**

## **Review of Extra Care Service at Conrad Court**

Najaah Sarah Joint Commissioner

Community Directorate

Lewisham Adult Integrated Commissioning Team

September 2024

---

## 1. Summary

This document is the Equalities Analysis Assessment (EAA) for Housing 21 Extra Care contract at Conrad Court. The EAA considers how the new contract award at Conrad Court might affect different groups in society differently and assesses whether these effects are positive or negative. It also outlines the activity that the Council will take to ensure that equal opportunities are promoted, that no group is disproportionately discriminated against, and that any potentially negative impact is mitigated. The EAA has found that there will be a neutral/Positive impact on equalities.

## 2. Introduction

Lewisham Council is committed to supporting all its citizens to live full lives and maintain their health, wellbeing, and independence. This includes older adults with disabilities and with social care needs. Where an individual is eligible for support from the Council, it will be from the perspective of empowering people, and where appropriate their families or carers, to take decisions and make choices as to how their needs can best be met, calling upon their own resources, those of the Council and its providers, and those available in the local community.

This review looks at Extra Care Service which are available for older adults with care and support needs who are eligible under the Care Act 2014. Outcomes which can be supported by Extra Care Services include, but aren't limited to:

- Person centred approach
- Leading active and interesting lives
- Stay healthier for longer.
- Remaining close to family and communities
- Being able to stay in your own home for longer.
- Remaining socially connected to others.
- Remaining independent and self-determining
- Maximising income and reducing debt: -

Adult Social Care currently provides Extra Care service at Cedar Court, Cinnamon Court, Conrad Court, and Hazlehurst Court.

Housing 21 Extra Care new contract award at Conrad Court would be underpinned by the principles of the Care Act 2014 to ensure that it complies with current legislation. The Act's principles of promoting independence, offering choice; and considering the most appropriate, cost effective and least restrictive options for meeting people's needs are at the core of the proposed changes.

## 3. What is an Equalities Analysis Assessment

An Equalities Analysis Assessment (EAA) is the process of systematically analysing a proposed or existing policy, strategy, or service to identify what effect, or likely effect, will follow from its implementation for different groups in the

community. Assessments consider the effect of a proposal on the 'protected characteristics' of Race, Gender, Disability, Age, Sexual Orientation, Religion/Belief, Pregnancy and Maternity, Marriage and Civil Partnership, and Gender Reassignment. In addition, EAAs consider whether proposals might contravene human rights. By conducting an EAA, organisations can consider what good practice could be shared or what measures might need to be taken to address any adverse impact. Lewisham's diversity is one of its strengths and the Council is committed to supporting an inclusive and cohesive local community. EAAs support this intention, by identifying how the Council's services can actively promote equal opportunities and avoid direct and indirect discrimination.

#### **4. Scope and structure of the EAA**

This document considers the equalities impact of Housing 21 Extra Care new contract award at Conrad Court. It draws upon information known to the Council to assess what effect the new contract award at Conrad Court will have on the people currently accessing these services, and the wider population of people aged over 55 in Lewisham who may have Care Act eligible needs in the future. The EAA provides the answers to the following questions:

1. Could the new contract award at Conrad Court affects some groups in society differently?
2. Will the new contract award at Conrad Court disproportionately affect some groups more than others?
3. Will the new contract award at Conrad Court promote equal opportunities?

#### **5. Equalities Context National context**

The Equality Act 2010 provides cross-cutting legislative framework to protect the rights of individuals and advance equality of opportunity for all. It aims to deliver a simple and accessible framework of discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.

On 5 April 2011 the new public sector Equality Duty came into force. The Equality Duty replaces the three previous duties on race, disability, and gender, bringing them together into a single duty, and extends it to cover age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment. The aim of the Duty is for public bodies to consider the needs of all individuals in their day-to-day work, in developing policy, in delivering services, and in relation to their own employees.

This EIA has been undertaken in line with the Council's legal duties in relation to equality and as such has assessed the potential impact across the nine equality protected characteristics.

The Human Rights Act came into effect in the UK in October 2000. It means that people in the UK can take cases about their human rights as defined in the European convention on Human Rights to a UK court. At least 11 Articles of the



European Convention on Human Rights have implications for the provision of public services and functions. This EIA assesses whether the proposed recommendations are in line with duties established by this Act.

## 6. Corporate Equality Policy

Corporate Equality Policy 2022-24 sets out the Council's commitment to meeting the Equality Duty.

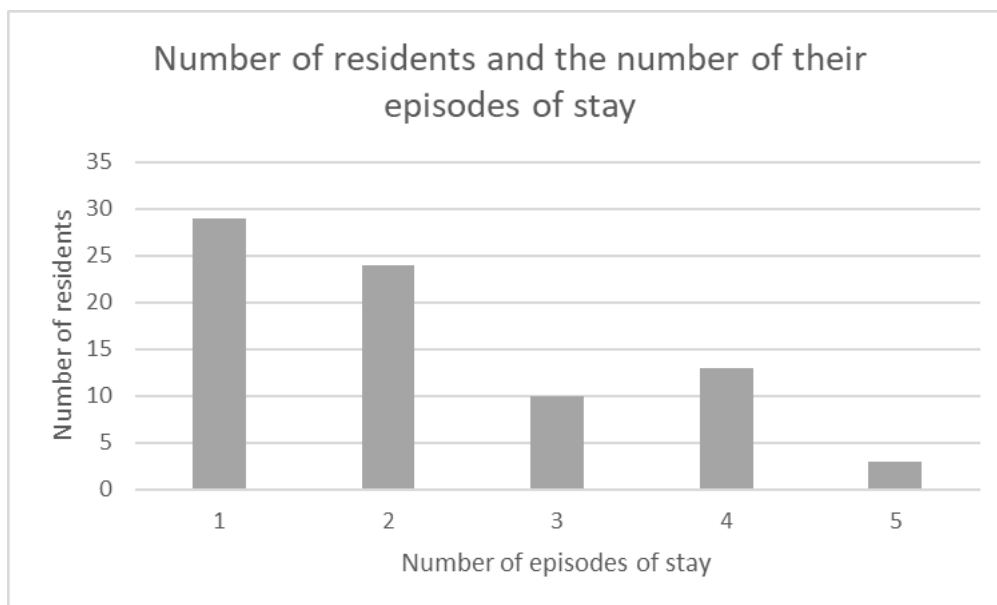
The 3 objectives of the Corporate Equalities Policy are to:

1. Ensure that decision-makers have access to the widest range of relevant information needed to make the best possible decisions about tackling inequality.
2. Inform actions that may need to be taken to mitigate harm and damage to wellbeing of residents and service users experiencing disadvantage.
3. Provide assurance to the public that all relevant equalities factors are being considered in the Council's decision-making process.
4. In addition to the above, the Corporate Equalities Policy is intended to offer clarity as how the Council discharges the Public Sector Equality Duty and creates an organisational culture, founded on a comprehensive understanding of equalities.

## 7. Equalities Assessment of the Housing 21 new Contract award to Conrad Court

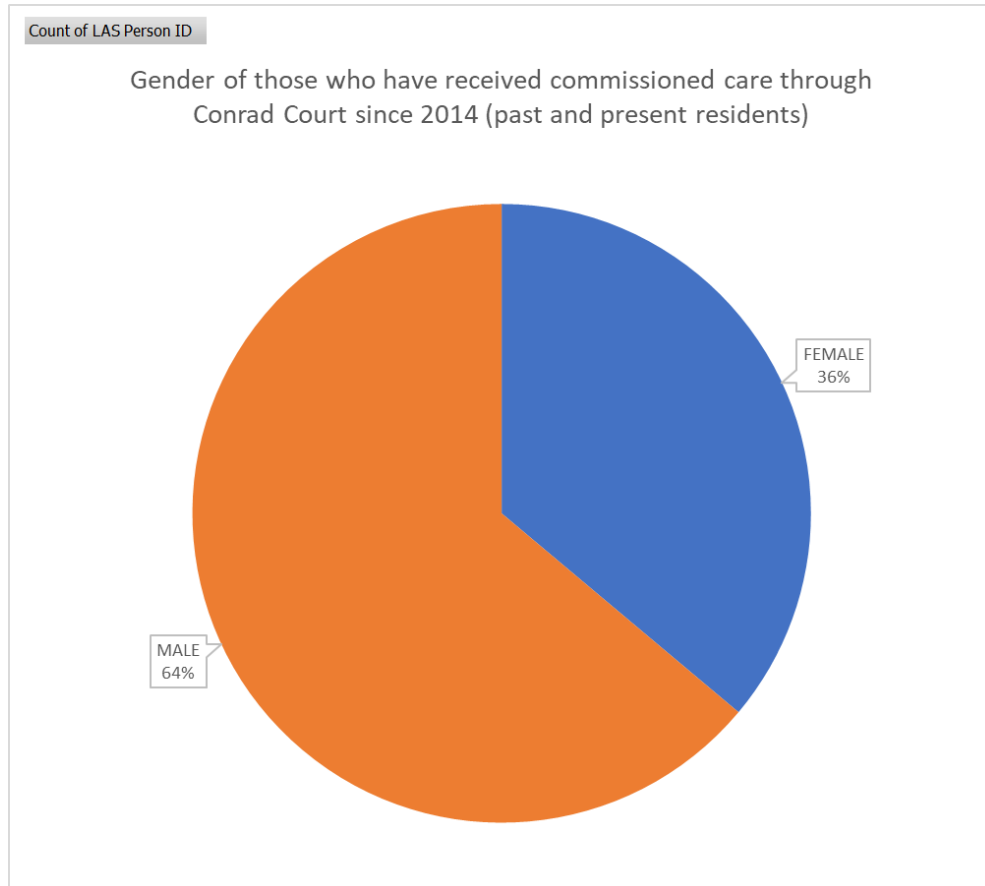
### Population Demographic

There has been a total of 174 episodes of provision in Conrad Court since 2014. These provisions relate to 79 unique individuals over the last decade, some with up to 5 separate episodes of care, and some with only one. The graph below shows the numbers of residents against the number of their episodes in Conrad Court.



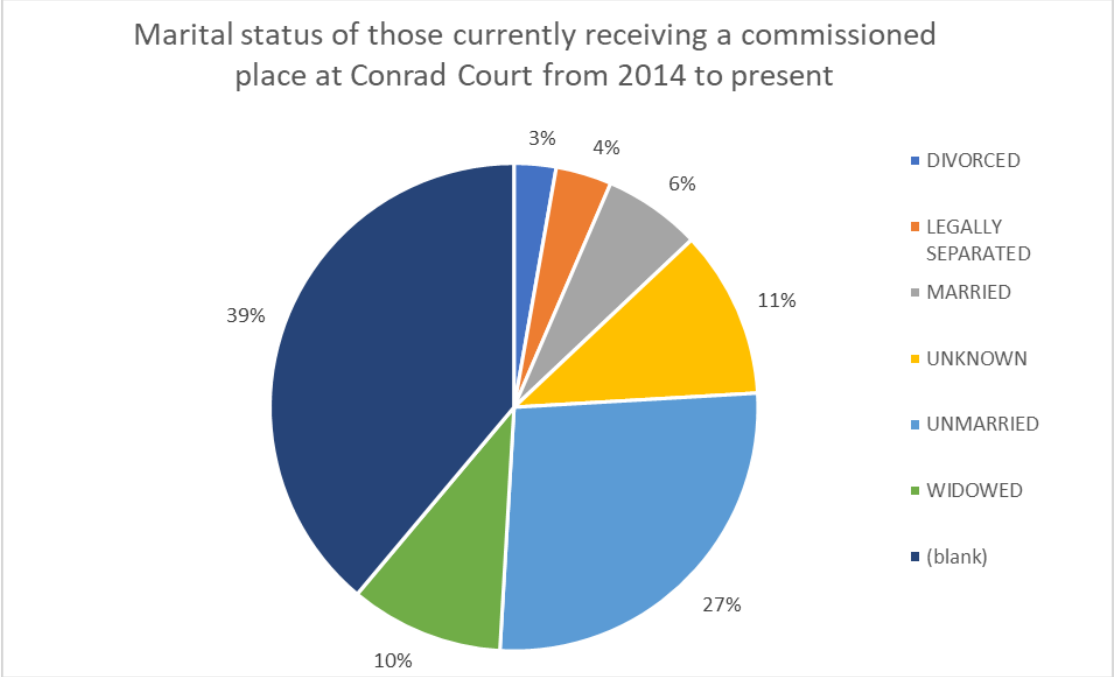
## Gender

More than half of those who have received commissioned care through Conrad Court are male. The Lewisham general population is 53% female, so they are underrepresented in Conrad Court, it is possible that they are living disability free and able to continue with independent living in comparison to males, or are cared for in different setting.



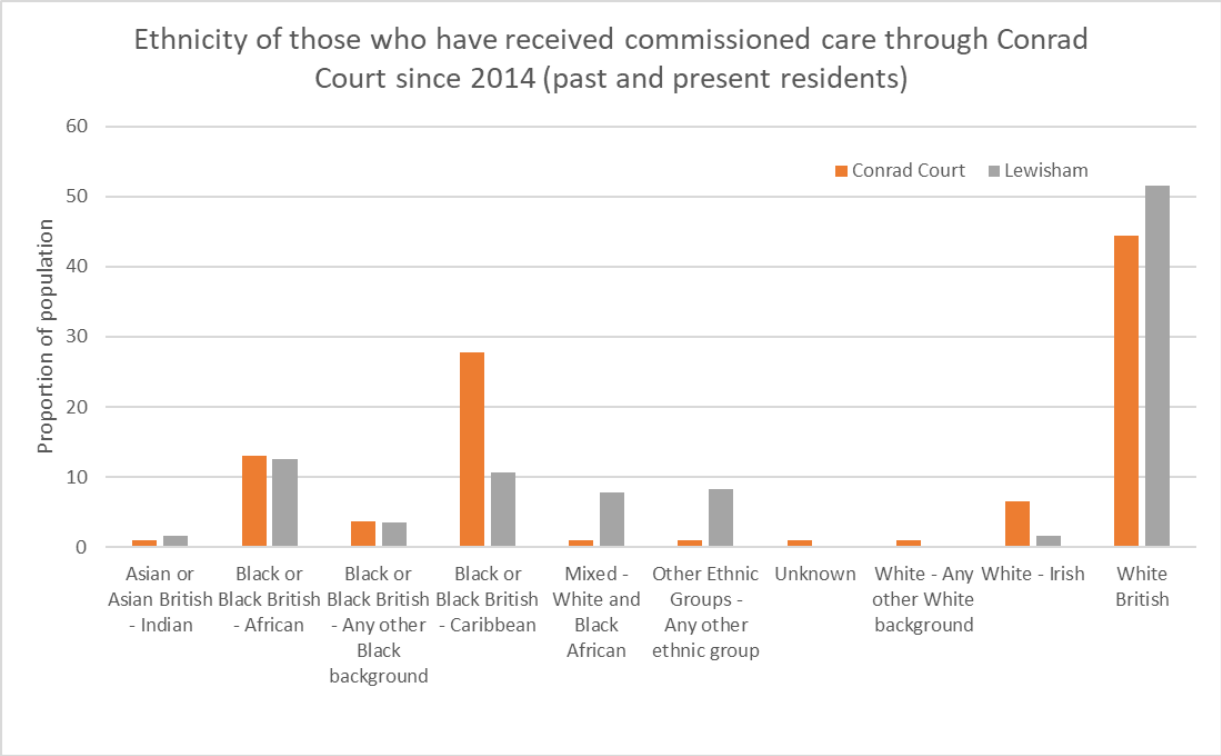
**Marital status**

The graph below sets out the marital status recorded for those receiving a commissioned place at Conrad court. One in ten are married, and nearly one third are unmarried. Forty percent of records were left blank and one in ten were recorded as marital status 'unknown'. 35.2% of people are married in Lewisham, against 11% married in Conrad Court, however this is likely explained by the age of the cohort.



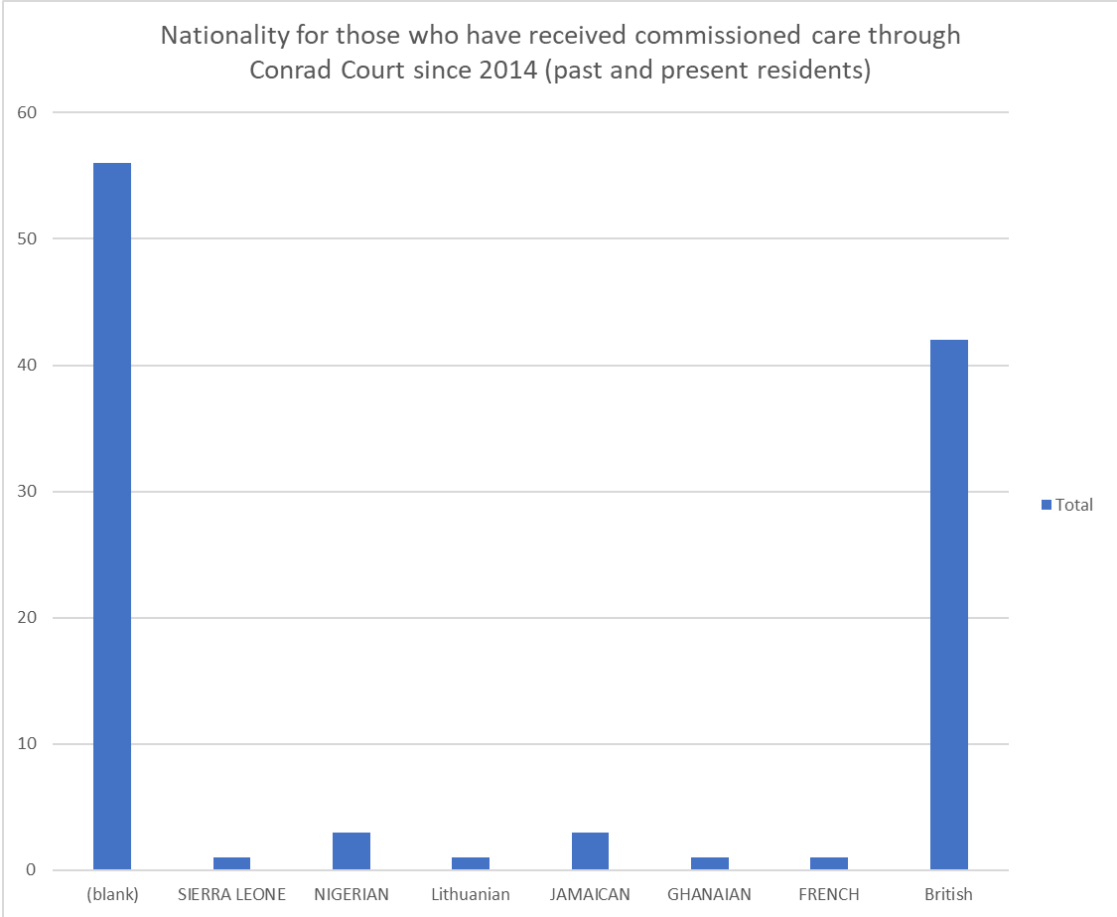
### Ethnicity

The majority (nearly 50%) of those who received commissioned care through Conrad Court over the last decade have described their ethnicity as white British. Those who identify as Black Caribbean make up nearly one third of all episodes of care, and Black African approximately 15% (please see orange columns in the graph below). When compared with the population of Lewisham, those with a Black Caribbean ethnicity are overrepresented in Conrad Court. Officers have not established the reason for this, although it may be connected to the location in Deptford with a large black community, and people choosing to be cared for close to their previous home and family.



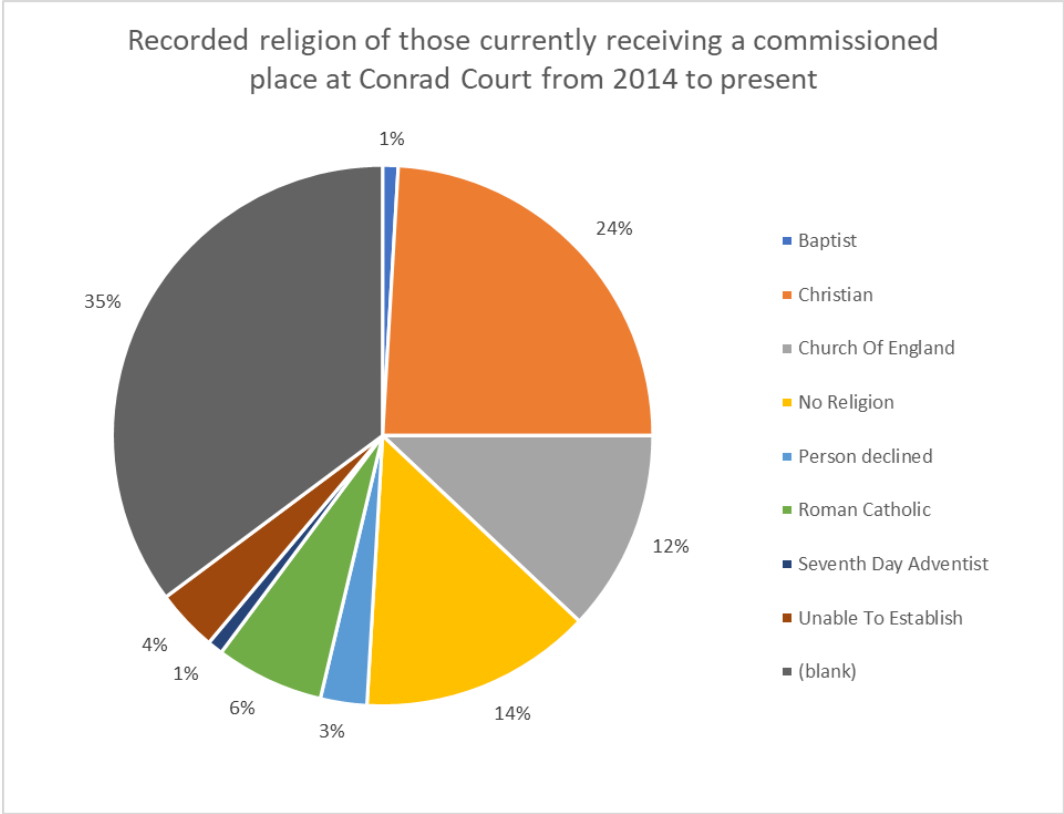
### Nationality

Looking at the nationality of those who have received commissioned care through Conrad Court, of 44 % who recorded their nationality, 90% identified as British. However, more than half 56 % of those who received commissioned care had their nationality left blank (see the graph below). There is no direct data to compare with the Lewisham population. In 2021, 62.4% of Lewisham residents reported being born in England.



**Religion**

One quarter of those who have received a place at Conrad Court identify as Christian. Over one third do not have a religion recorded. Twelve percent identify as Roman Catholic and another 14% state they have no religion (see pie chart below).44% identified as Christian, in line with the 44% of the Lewisham population who identify as Christian.



**Demand**

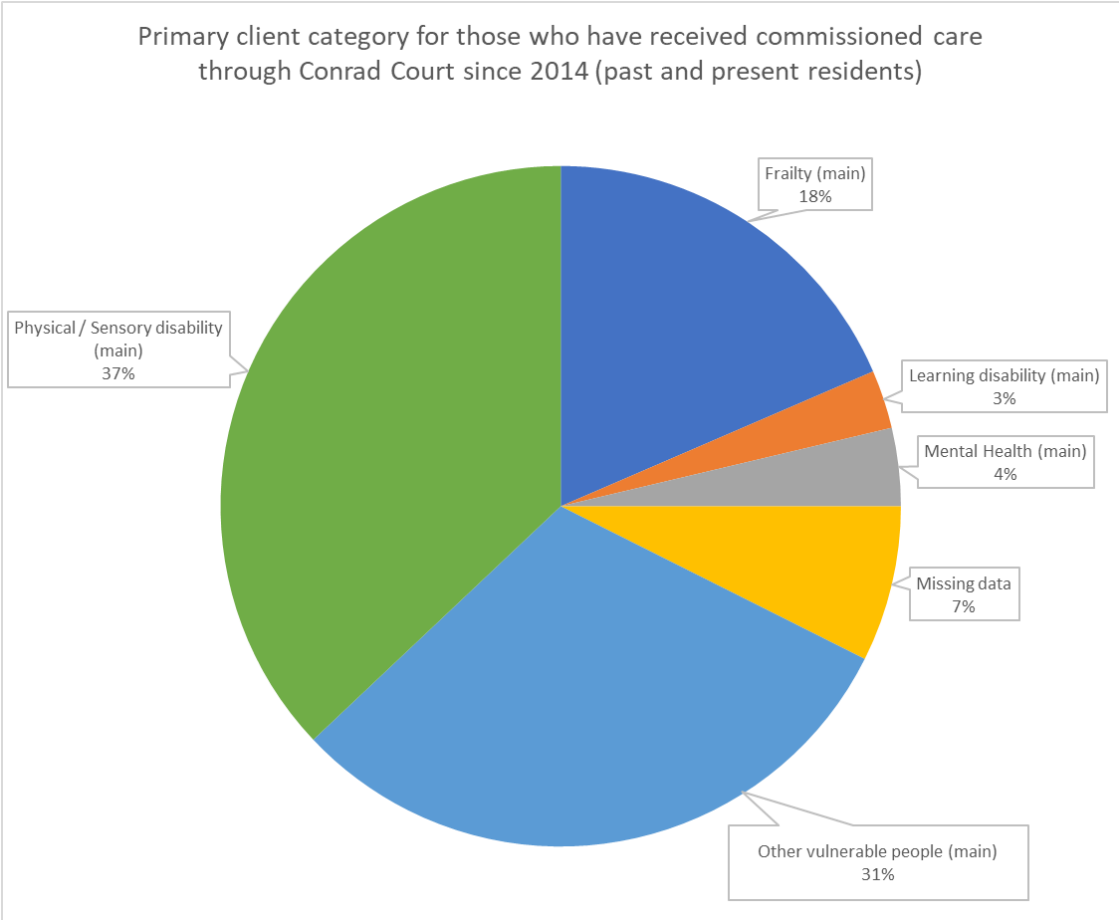
The length of stay of residents in Conrad Court ranges from 10 days at the shortest stay to 2,854 days (or 7.8 years). There are no limitation and depend on people needs to live independently with the Extra Care support packages.

**Primary reason/category for requiring support through Conrad Court**

The most common reason for referral to Conrad Court is listed as physical or sensory disability (37%). Sensory examples being blind or poor vision, deafness, or hearing loss. Physical examples being arthritis, physical disability requiring use of walking aids, wheelchair. This is closely followed by the category of other vulnerable\_people (31%). Examples being elderly, living with mental health condition, learning disability, and physical disability.

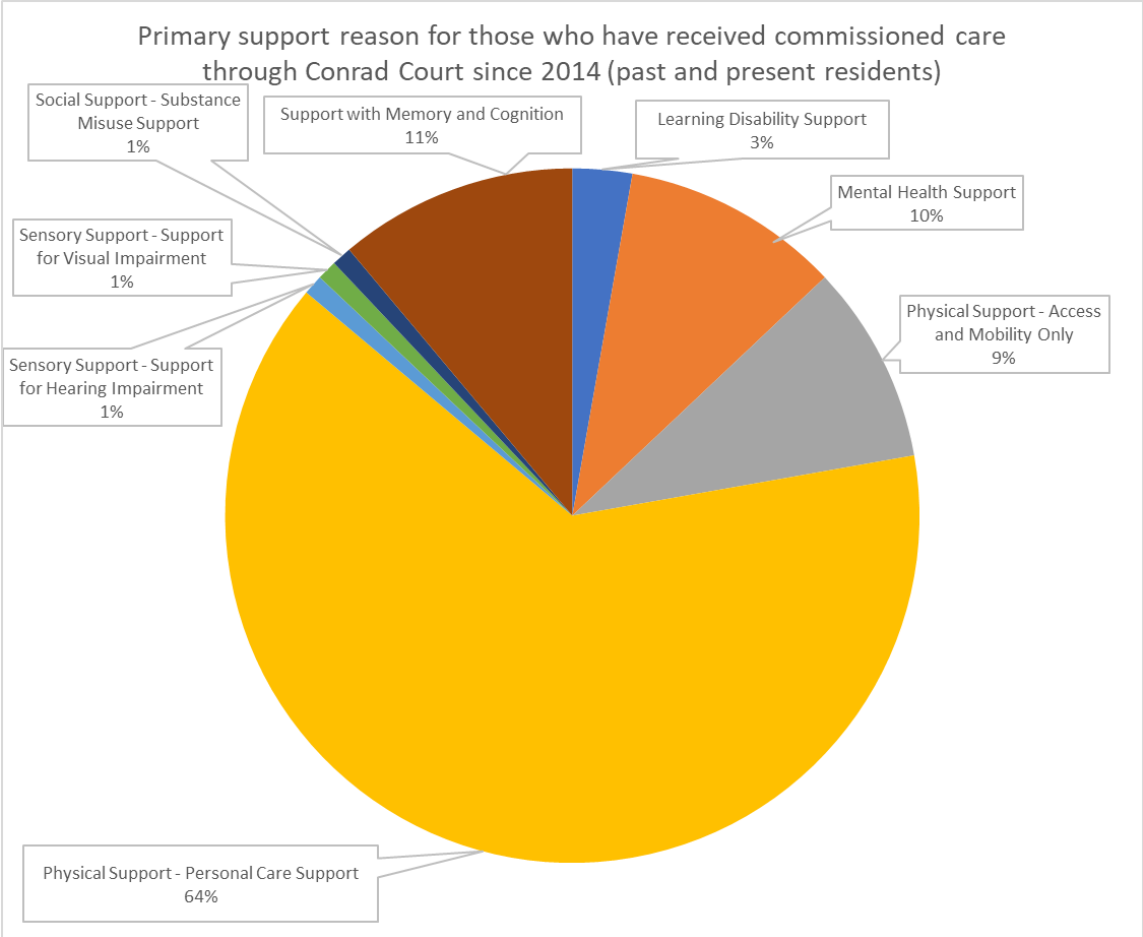
One in five people referred to Conrad Court were defined as frail, and nearly one in ten were categorise as 'missing data'. Examples be elderly, people living with a chronic condition (COPD) people with mobility issues, people with cognitive impairment and

Dementia.



**Primary support reason recorded.**

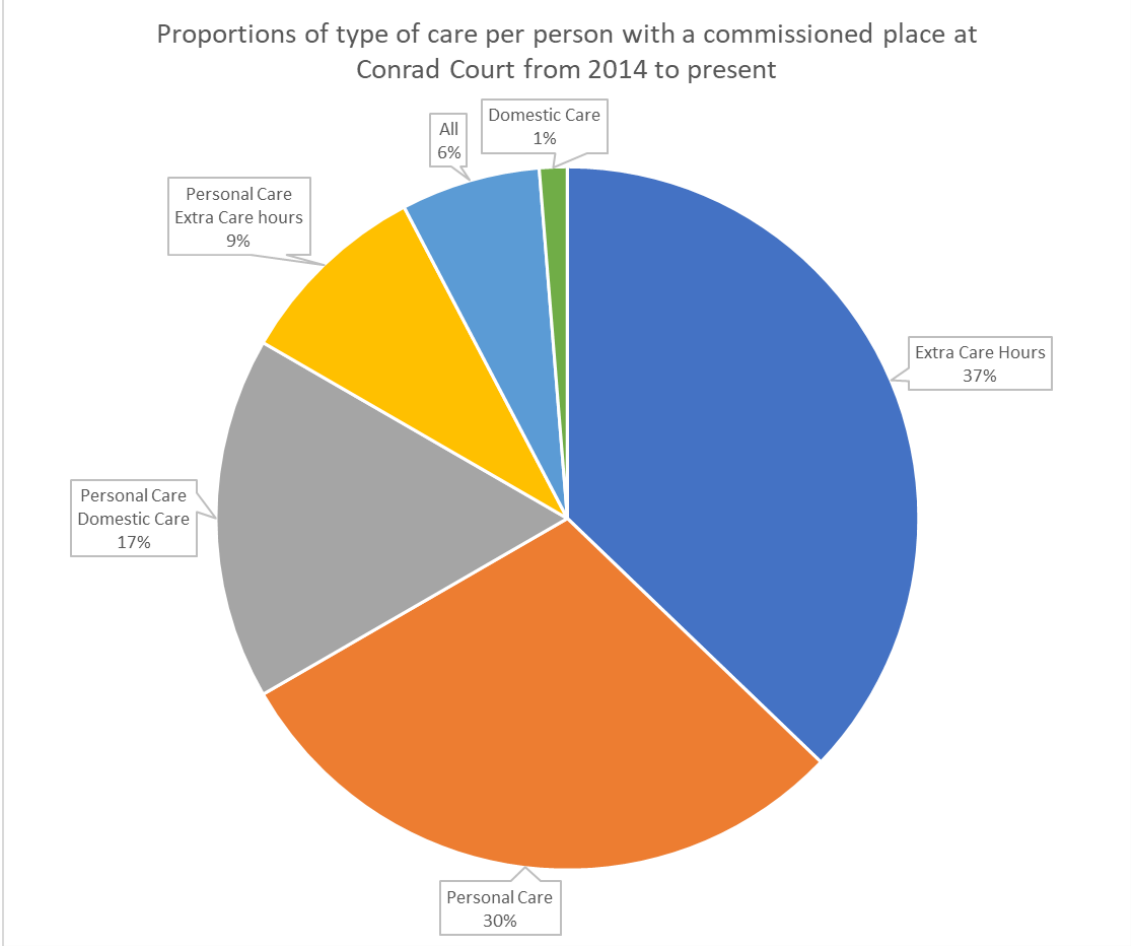
Nearly two thirds (67%) of those who are supported at Conrad Court are given physical support with personal care. One in ten have been offered mental health support (10%), support with memory and cognition (11%) or access and mobility only (9%). Although these are the primary support offered to Conrad Court residents, many will have more than one of these elements in place.





**Service provided.**

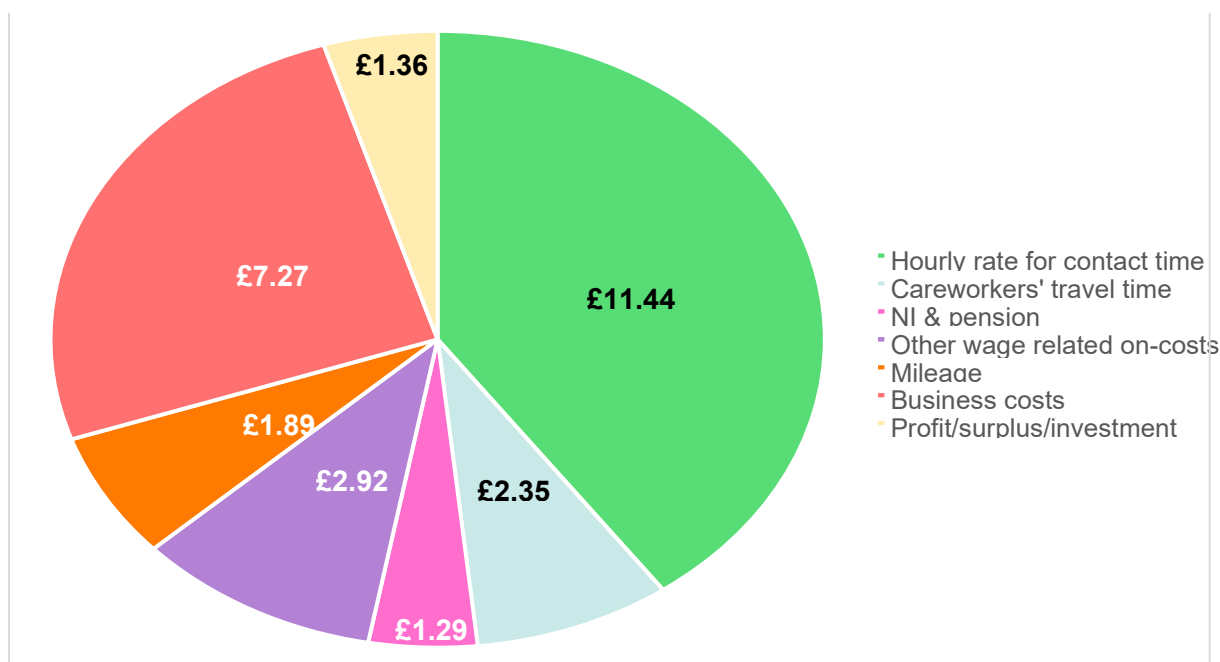
From the 78 people who were in Conrad Court from 2014 until present, 37% of them were provided with Extra Care hours only, 30% had personal care only, 17% had personal and domestic care, and 9% had personal care and Extra Care hours. Only 1% were in receipt of just domestic care, and 6% were in receipt of all three (personal and domestic care and Extra Care hours).



**Conclusion**

Several areas relating to equalities have been examined in this EEA. Overall, there is an underrepresentation of female in comparison to male living at Conrad Court. There are No significant EEA implication for this new contract award. There is a small positive impact on the Black Caribbean ethnicity.

## Appendix 4- Minimum Price for Homecare at the National Living Wage (England)



Minimum Price for Homecare in England at the National Living Wage (2024-25)						Costs	
<b>Careworker costs</b>	Gross pay	Hourly rate for contact time	National Living Wage		£11.44	£13.79	
		Careworkers' travel time	20.56%	of hourly rate for contact time	£2.35		
	NI & pension	Employers' National Insurance	6.38%	of gross pay		£0.88	£1.29
		Pension contribution	3.00%	of gross pay		£0.41	
	Other wage related on-costs	Holiday pay	12.07%	of gross pay, NI & pension		£1.82	£2.92
		Training time	2.91%	of gross pay, NI & pension		£0.44	
		Sickness pay	4.20%	of gross pay, NI & pension		£0.63	
		Notice & suspension pay	0.20%	of gross pay, NI & pension		£0.03	
	Mileage	Travel reimbursement	£0.45 per mile for 4.20 miles per hour of contact time		£1.89	£1.89	
	Business costs	Management & supervisors		Estimated fixed cost		£2.47	£7.27
Back-office staff			Estimated fixed cost		£0.91		
Staff recruitment			Estimated fixed cost		£0.36		
						<b>£19.90</b>	
						<b>£8.63</b>	

Is this report easy to understand? Please give us feedback so we can improve.  
Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>

<b>Grossmargin</b>	Training costs		Estimated fixed cost	£0.41		
	Regulatory fees		Estimated fixed cost for average-sized provider	£0.07		
	Rent, rates and utilities		Estimated fixed cost	£0.47		
	IT & telephony		Estimated fixed cost	£0.57		
	PPE and consumables		Estimated fixed cost	£0.72		
	Finance, legal & professional		Estimated fixed cost	£0.41		
	Insurance		Estimated fixed cost	£0.34		
	Other business overheads		Estimated fixed cost	£0.52		
	Profit	Profit/surplus/investment	5.00%	of careworker costs & business costs	£1.36	£1.36
<b>Total price based on the National Living Wage (2024-25)</b>				<b>£28.53</b>	<b>£28.53</b>	<b>£28.53</b>

#### Reference

[Homecare-Association-Minimum-Price-for-Homecare-England-2024-2025](https://www.homecare-association.org.uk/minimum-price-for-homecare-england-2024-2025)

Is this report easy to understand? Please give us feedback so we can improve.  
Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>