



London Borough of Enfield

Report Title	Reardon Court Extra Care Tender
Report to	Cabinet
Date of Meeting	15 November 2023
Cabinet Member	Cllr Alev Cazimoglu
Executive Director / Director	Tony Theodoulou
Report Author	Nancie Alleyne.
Ward(s) affected	ALL
Key Decision Number	5617
Classification	Part 1 Public and Part 2 Private
Reason for exemption	Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Purpose of Report

- 1 On 25th July 2018 Adult Social Care (ASC) received approval from Cabinet to use the site of Reardon Court for an Extra Care facility supporting vulnerable older people living in the borough. Construction is currently on its way and due to complete in May 2024.
- 2 Procurement for the Care and Support service for Reardon Court commenced in March 2023 in line with the Council's Contract Procedure Rules and the *Public Contract Regulations (2015)*. This report recommends that the Cabinet provides its approval of the tenders and duly

authorises the award of Care and Support contract to the successful Provider.

Recommendations

1 That Cabinet

- i. Approves the award of the contract for Care & support services at Reardon Court Extra Care Housing Scheme to the successful service Provider outlined in the corresponding Part 2 Appendix to this report for a contract period of five (5) years with an option to extend, at the sole discretion of the Council, for a further period or further periods of up to two years.
- ii. Agrees to delegate authority to the Director of Health and Social Care to enter into the contract for Care and Support services at Reardon Court with the successful service provider outlined in the Part 2 Appendix.
- iii. Agrees to delegate the formal approval of the 2-year extensions period of the contract, subject to satisfactory performance, to the statutory Director of Health & Adult Social Care in consultation with the Cabinet member for Health and Adult Social Care
- iv. Notes that the construction of Reardon Court is scheduled to be completed in May 2024 and the recommendation is to award and enter into the contract prior to the completion of the building works to allow for up to 3-month mobilisation

Background and Options

- 3 Extra care housing is a supported housing option which improves the lives of vulnerable older adults with a range of housing related support (Support) and adult social care (Care) needs. It balances independent living with an enhanced sense of security. Service Users receive support to manage their tenancies and also have access to a 24hr onsite care service.
- 4 Extra care housing supports the Health Housing Adult Social Care (HHASC) Commissioning Vision for Older People in the London Borough of Enfield by reducing the number of people who go into long term residential & nursing care as well as reducing the number of preventable hospital readmissions. It also facilitates timely hospital discharge and enables people to die at home with dignity in a supported environment.

- 5 On 25th July 2018 HHASC received approval from Cabinet to use the site of Reardon Court for an Extra Care facility. Reardon Court was previously used as a residential care home, with extra care provision, however that service was closed in December 2016 as the building was no longer fit for that use. Following Cabinet approval demolition works were commissioned, and the residential care home was demolished ready for the construction of a new extra care service.
- 6 Key decision 5344 in July 2021 Cabinet meeting approved the appropriation of Reardon Court of £30m from the General Fund to the HRA in accordance with the capital financing rules and valuation which has regard to the intended development for social housing.
- 7 Key decision 5517 in November 2022 Adult Social Care (ASC) Lead Member Portfolio decision approved the procurement of Extra Care Care and Support Services to be provided at Reardon Court via a competitive procurement process. The revenue funding for care and support in extra care accommodation is separate to the revenue funding to meet housing accommodation costs. In rented extra care accommodation, housing costs are recovered from tenants via rents and service charges, as in other forms of social housing. The service charge is the route through which housing costs are recovered, other than those received via rent.
- 8 Contractors are currently on site building the extra care scheme which is due for completion in May 2024. Construction is being managed by Enfield Housing department. As the homes will be let at London Affordable Rent (social housing rents) the accommodation will be part of the Council's own housing stock and will therefore be governed by the provisions of the 1985 Act.
- 9 The accommodation services will be managed by Council Housing under the sheltered housing service. A working group has been established to agree the structure and how nominations will apply to the scheme.

Strategic and Local Context

- 10 Extra Care housing is a supported housing option. It improves the lives of vulnerable older adults with a range of housing related support services to help an older person who has social care needs. It balances independent living with an enhanced sense of security. Service Users receive support to manage their tenancies and have access to an onsite 24-hour care service.
- 11 Extra Care supports the strategic aims of the Council in relation to accommodation for vulnerable people. It delivers a diverse range of services to meet needs under a 'balanced community' model, with service provided to those who have low, medium or high needs. It prolongs independence through self-help care and improved end of life care arrangements.

- 12 The development of Extra Care Housing on the Reardon Court site enables the Council to increase the long-term security of extra care housing supply, helping to ensure that future costs can be managed, and statutory care requirements can be met. In addition, Reardon Court extra care services will alleviate budget pressure through
- the reduction of high-cost residential placements and community packages
 - the reduction of costs associated with hospital discharge delays
 - a reduction in costs relating to carer breakdown
 - a reduction in costs relating to the adaptation of inaccessible properties not suited to the mobility needs of some people with physical disabilities
 - a potential reduction in temporary accommodation costs, realised through the increase in local housing supply, and in some instances, release of Council and Housing Association properties which maybe under occupied.
 - a potential reduction in levels of social isolation and loneliness, and costs associated with this through promoting health and well-being a reduction in falls, injuries and subsequent hospitalisation caused by housing design that does not suit the needs of older people and adults with disabilities
 - a reduction in care package costs for older people with dementia who, without this facility, may require 24-hour support in a community setting.
- 13 The development of Extra Care Housing on the Reardon Court site is consistent with national drivers for improvement and change set out in the Care Act (2014). Strategic development in this area will contribute to the delivery of a local housing with care market that helps to ensure people receive services that prevent their support and care needs escalating or delay the impact of their needs.
- 14 Extra care services help to build on the Council's social value priorities by raising the profile of high-quality housing with care options that also links into local economy through employment and social integration with other local community groups.

A Changing Demographic and the Demand Need for Extra Care

- 15 The number of people in Enfield over 65 years of age is forecast to increase by 26% over 10 years from 45,200 in 2020 to 56,800 in 2030. This increase is greater than the overall percentage increase of England (21%) and poses a significant local challenge in terms of developing services to meet future demand. This includes demand for quality, accessible and care focussed housing on later life. Currently there is approximately 5,000 older people age 65+ living in social housing with a portion of this figure living in unsuitable accommodation.

- 16 People are living longer but this does not always come with good health. The number of people with complex needs is increasing and the number of older people (65+) managing long term health conditions, that limit the quality of life is also on the rise. In Enfield in 2020/21 it was projected that over 2,000 older people had a long-standing health condition caused by heart attack (rising to 2,579 by 2025).

Implication for Adult Social Care

- 17 Dementia is also on the rise. In Enfield the estimated prevalence of dementia amongst the population aged 65 is 63.3%. The number predicted to have dementia is forecast to increase from 3,262 in 2020 to 4,084 in 2030.
- 18 Many of the older people supported by Adult Social Care (ASC) are living with long-term medical conditions. They have a number of complex age-related care needs including, dementia, physical and mental disabilities as well as personal care needs. As people are living longer their medical conditions impacts on their quality of life.
- 19 In 2020/21, 1,486 older people were admitted to hospital as a result of a fall (rising to 1,838 by 2030). 257 of this figure resulted in a permanent admission to a residential or nursing home with a corresponding impact which impact on the ASC budget.
- 20 On an assessment of future demand based on the projected population and an assessment of need, Extra care housing supports ASC priorities for Older People in Enfield. It will reduce the number of people who go into long term residential and nursing care, as well as reducing the number of preventable hospital readmissions. It also facilitates timely hospital discharge and enables people to die at home with dignity in a supported environment. It will also help older people maintain their independence that is more cost effective than traditional alternative forms of care. Future costs can be managed, and statutory care requirements can be met. In addition, reductions in residential care would be reflected positively in the national performance.
- 21 The provision of good quality, extra care services and activities, will meet Service Users' identified needs and contribute to equality of opportunity in supporting older and disabled people to live independently. In addition, it strengthens support to carers and increases the level of assistive technology to help provide a seamless quality care service.
- 22 Additional benefits on the development of extra care services at Reardon Court are that the available community rooms can be used as key resource for the local community. They help in the provision of a range of accessible community programmes undertaken by third sector organisations. They offer opportunities for service users to engage in the social activities provided by these local groups and develop their own support networks which helps prevents the risk of social isolation.

Extra Care Service at Reardon Court

The Vision

- 23 In understanding what is important to older people in respect of Housing with Care models, research undertaken by DEMOS provides a valuable indicator. It draws together a vision on the type of Housing with Care older people would like to see. They would like it to:
- **be stimulating** (frequent activities inside and outside e.g., classes, film nights, theatre trips concerts, good facilities onsite e.g., Hairdresser, spa, good partnerships with other community organisations)
 - **have a flexible environment** (flexibility to come and go, a shift from risk prevention to managed positive risk taking – staff supervision overprotective and stifling)
 - **have a flexible model** offering different levels of care in one place and continuity of care and community access, so people can settle without being uprooted when needs change.
 - **be personal** (with personalised spaces and consideration of furnishings /décor – more akin to hotel than institution)
 - **be affordable and accountable**
 - **offer relationship centred care** (aided by e.g., consistency of staff)

In delivering the above, the Council seeks to facilitate positive outcomes, consistent with ASC Supporting Independence Strategy and the White Paper (People at the Heart of Care) drivers, so that people living at Reardon Court Extra Care Scheme:

have **choice, control**, and **support to live independent lives**.
can access outstanding **quality** and **tailored care and support**.

A vision document has been produced and agreed by the Project Board for Reardon Court.

The Reardon Court Project

- 24 Reardon Court is the site of a former in-house extra care and residential care home. It is a Council owned site that is well placed to accommodate an extra care housing service, with good transport and community links. It is located in a residential cul-de-sac, 1 mile from Winchmore Hill train station. To the rear of the site is Barrowell Green open space, close to Winchmore School and Barrowell Green Recycling Centre. The green space will help to encourage healthy active ageing.
- 25 The character and use of the surrounding area is predominately residential. The site is sheltered and not adjacent to any busy roads and neighboured by a park and school playing fields. Winchmore Hill is an area where the Council supports a high number of older people with adult social care needs.
- 26 Reardon Court will be ASC third Extra Care scheme in the borough. The first scheme Alcazar Court is located in Edmonton. It provides 45 units of

accommodation for vulnerable older adults including 3 two-bedroom units and 4 units specifically as a short-stay, enablement option. The second scheme, Skinners Court Extra Care Scheme is located in Palmers Green. It provides 43 units of single accommodation and 5 units of 2-bedroom accommodation. 2 of the 43 units are short-stay, enablement option. Skinner's Company hold the freehold to the facility

27 A Project Board for ensuring delivery of Reardon Court Extra Care Scheme and the procurement of care has been in operation for 14 months chaired by the Director for Adult Social Care. The Project Board is supported by the following steering groups

- Housing Group - Place Department (Housing Management)
Responsible for the nomination, letting and Housing and Accommodation Management arrangement to support the day-to-day operation of the scheme following the formal handover process on the completion of the structural build.
- Care and Support – People Department (ASC)
Responsible for the collaborative commissioning and procurement of the care provision and the management of that function
- Design & Development - Place Department (Housing & Regeneration)

Responsible for the design, build and functionality of Reardon Court Extra Care Scheme to meet the requirement of ASC and can support Service Users with care needs to live independently in the community
- Community, Communication and Engagement (People, Place and local community representative)
 - Responsible for internal and external communication, engagement with local residents and stakeholders including current users of extra care services and their families, voluntary and community organisation, Partnership Boards, elected members and representatives of the Integrated Care Board (ICB) formally known as the Clinical Commissioning Group (CCG).

28 The outcomes of each group are shared, and actions and target are incorporated to the milestone within the overall project plan. Each group meets on a monthly basis and reports to project board every 6 weeks.

Reardon Court Building Layout and Operational Structure

29 Reardon court consist of 70 flats broken down as follows:-

Reardon Court Extra Care will a deliver part 3, part 4 storey building to provide extra care housing in the form of:

- 64 x 1-bed flats (GIFA exceeding 50m²)
 - 6 x 2-bed flats (GIFA exceeding 70m²)
 - Central courtyard
 - Communal lounge
 - Communal multi use/hobby room
 - Communal laundry
 - Hairdressing/wellbeing room
 - Mobility Scooter Store
 - Staff Room and offices
- 30 All flats will be designed and developed to exceed Building Regulation M4(3)2a 'Wheelchair User Dwellings. Provision will be sufficient to allow simple adaptations of the home to meet the needs of occupants who use wheelchairs (*wheelchair adaptable*).
- 31 All the 2-bedroom flats will be designed and developed to exceed Building Regulation M4(3)2b ' Wheelchair User Dwellings'. Provision should be such that the flats meet the needs of occupiers who use wheelchairs (*fully wheelchair accessible*).
- 32 Connectivity of homes will be considered to foster social inclusion and engagement (i.e., courtyard design).

Staff Facilities

- 33 Staff facilities are designed to facilitate the smooth efficient and dignified delivery of care and include:
- staff office and facilities for housing management / housing related support staff, suitably located to overlook main entrance
 - suitable staff WC, washing facilities, rest facilities and changing facilities which must be independent from resident/ visitor facilities
 - 24-hour care/support staff base suitably located to maximise efficiency and effectiveness of care provision.
- 34 Access & Security
- Minimum requirements in respect of Access and Security as follows:
- access to all areas, including outdoor environments, will be fully wheelchair accessible and designed to meet the needs of all service users, including those with physical, sensory and cognitive impairments.
 - two lifts (big enough to move beds/ stretcher will be fire evacuation lifts)
 - ambulance access – will be close to main entrance and preferably under cover
 - access control system
 - CCTV in public areas
 - sufficient parking
 - external entrance points should be kept to a minimum
 - Assistive Technology will be provided and supported by Safe and Connected Service which sits within Adult Social Care Contracts and Community Services.

Nomination

- 35 The scheme will provide care for a diverse range of older people aged 60 years or over (or aged 55+ if there is a diagnosis of dementia or the applicant has a specified circumstance, a learning difficulty or a physical disability). The service will be accessible, appropriate and welcoming for people of different religions and cultural backgrounds and will be proactive in developing a service that recognises and values diversity.
- 36 To be eligible for housing at the scheme residents will need to meet the criteria for allocation of social housing as set out in the Councils Housing Allocation Scheme. The Housing Steering Group work stream includes identifying and prioritising a pipeline of Service Users who qualify for extra care under the following headings
- Over 65 with a health and wellbeing need
 - Over 55 requiring wheelchair access or 2-bedroom properties
 - Under occupiers in Council housing
 - Over 65 living in sheltered housing and need care and support
 - Over 55 living in unsuitable residential care homes
 - Those currently coming through placement panel
 - However, specific grounds for waiving the income and savings threshold for those who do not meet these criteria can be considered by the Emergency and Exceptions Panel, to include consideration of the need to meet Council's duties under the Care Act.
- 37 A financial assessment for each Service User will be undertaken to establish their level of contribution towards their care

Similar to the other two extra care schemes placement of Service Users will be based on a balanced community, demonstrated as follows

30% of Service Users with low needs
30% Service User with moderate needs
40% of Service Users with higher needs

The 40% of people with higher needs is those who would receive 14- 31 hours of care per week. This level of need is the current demand for ASC services.

Staffing & Operational Vision

38 Housing Management

Housing Management services will be provided by Enfield Council's Housing Service. The service will be staffed by a Scheme Manager, to provide day only on-site presence to support occupants with low level

housing management and housing related support tasks. These tasks might include:

- *Collection of and accounting for rent* – Setting up rent account and supporting to create a budget plan
- *Organising and repair of properties or their contents* – checking on maintenance and following up outstanding repairs/property inspections
- *Assistance to claim and manage housing benefits* – support to apply for HB and supporting with any correspondence/changes
- *Advice and assistance in relation to fulfilling tenancy conditions* – working with Service Users to ensure they understand their tenancy and planning support where it is needed
- *Advice and assistance to tenants on how to use equipment in their own home* – Going through service manual and ensuring customers understand alarm, intercom system and other equipment in the home
- *Advice and assistance to tenants in relation to their own personal safety and the safety and security of their accommodation* – working with Service Users to ensure they know how to use fob system and keep fob and keys safe, ongoing support through tenants' meetings
- *Mediation in tenants' neighbour disputes* – through regular visits and tenants' meetings

Assistive Technology

- 39 Adult Social Care Safe & Connected Service will provide Assistive Technology to all flats within the Scheme. A range of devices will be made available at the Service User's request to help them live independently and feel safe within their home. Alongside the provision of assistive technology devices the Safe and Connected Service will undertake the screening and risk assessments of those at risk of falls within their home. They will be responsible for ensuring the older person is living in a safe, hazard free, environment supported by the appropriate assistive technology and will work alongside the Scheme Manager to identify those who could benefit with a wider range of social activities on site or throughout the borough luncheon clubs to improve balance, nutrition and overall well-being.

Flexi Flat Provision

- 40 Adult Social Care would like to explore the possibility of Reardon Court having 4 x Flexi Flats. The principle purpose of the Flexi Flats is to support the Council's Enablement policy and all referrals will come through the Integrated Locality and Brokerage teams within Adult Social Care function. Placement is based on a time limited, up to 6-week period of treatment designed to maximise independence, build confidence for Service Users to return to their normal place of residence and minimise or otherwise delay the requirement for ongoing care and referral to more acute care accommodation.

Procurement of Care & Support

- 41 The Council Procurement Section worked closely with adult Social Care to ensure Contract Procedure Rules compliance. A new specification for the service was produced and signed off by the Project Board. Financial

costings and return on investment were supported by the Council's Accountancy Team with legal advice in relation to the procurement route and decisions supported by the Council's Legal team.

- 42 The specification for the service places emphasis on quality services for the vulnerable Service Users who would be living at Reardon Court. As a result, early market engagement was considered crucial. A notice for the market engagement was placed in the government procurement websites (Find a Tender (FTS), and Contract Finder through the Council's e-procurement system, the London Tenders Portal on 17th October 2022. This resulted in 14 Providers registering for the Market Engagement.
- 43 A formal Market Engagement event was held on 16th of November 2022 and Providers based in and out of London attended the event. As part of the Market Engagement, a Soft Market Testing questionnaire exercise was also undertaken with Providers to gauge their understanding of the requirements of the specification and to obtain their feedback on the future service. The information played an integral role in producing a final draft of the service specification and informed the procurement strategy.
- 44 The procurement process was then launched, which encompassed two stages. Firstly, potential Providers were required to complete a Standard Selection Questionnaire (SSQ). The SSQs were evaluated against the requisite minimum requirements, technical and professional ability, and economic and financial standing. Successful applicants were shortlisted and were invited to tender (stage 2). The Invitation to Tender (ITT) was scored using a price and quality ratio. Further information on the procurement process and results of the tender is provided in Part 2 of this report.
- 45 The successful bidder's responsibility will be to provide a 24-hour on-site care presence, supporting Service Users with support and care tasks throughout the day and night taking on board specific needs in care and support in a person-centred way.

The onsite Care Provider will offer functions, as agreed within care and support plans of Service Users. Examples of functions to be provided by the onsite Care team include:

- the planning and delivery with others, including the Service User, Care & Support Plans for the tenants residing within the scheme.
- the delivery of personal care and support in accordance to Service Users assessed care needs available on site 24/7.
- the delivery of personal care and support in accordance to Service Users assessed care needs to those Service Users who reside within the Flexi Flats.
- to provide social activities to Service Users as such highlighted below but not limited
 - Coffee morning sessions

- Exercise for therapeutic and social needs
 - Day and annual outings
 - Games and quizzes
 - External speakers and befriending organisations supporting social inclusion
- to work with local community to ensure that social engagement, intergenerational relationships, religious and spiritual needs of Service Users are being met.
 - to work alongside the borough Voluntary and Community organisations to further enhance Service User's community engagement and support their health and well-being
 - to liaise with the housing management provider to ensure matters concerning the building, building safety, Service Users' tenancies are being managed in accordance with the SLA and Business Continuity plan
 - responsibilities for the managerial oversight and administration of the service to fulfil the above functions.

The core roles and responsibilities are set out in the specification for the service, to aide clear and positive partnership working from the outset in the form on a Contract for Care services and a Service Level Agreement between the Council and the Provider in relation to the Housing Management functions.

Communication and Consultation

- 46 This area of work was undertaken by the Communication and Consultation Subgroup. Work on this extended to
- **Internal Communication & Promotion** including People Staff members, Newsletter, ASC Staff Newsletter, Staff Matters, elected members, and Mylife
 - **External Communications** including Press Release for start on site, and ground-breaking promotion. Development of newsletters to neighbouring residents distributed at key stages of development and circulation of promotional flyers. Additional promotion on the Council's website. Engaging with existing service users and their relatives at Alcazar Court and Skinners Court to ensure user groups were at the heart of shaping services at Reardon Court. Meetings focused on gaining information on what was important to Service Users and their families. The information captured was included within the final specification for Reardon Court prior to publication.
 - Establishment of mailbox to identify early expressions of interest in scheme
 - **Engagement Activity** to inform the development of User Driven Services, including the establishment of a Reference Group (which includes representation from Age UK, Healthwatch, Dementia Organisations). Briefing at Partnership Boards and with VCS organisations
 - **Identification Nominations/People who may benefit from Extra Care** to enable targeted promotional work.

- 47 Further work around communication will extend to targeting specific postcodes of which has a higher percentage of older people, engaging with GP practices and other health services and facilities specific to supporting older people and further external consultations.

Preferred Procurement Option and Reasons for Preferred Option

- 48 In August 2022 the Strategic Service Development and Procurement Board approved the business case for the Extra Care care Services to be provided at Reardon Court to be put out to tender to ensure effective competition, value and quality of service provision for the scheme was secured. A two-stage procurement procedure was chosen due to anticipated high levels of interest from the market.
- 49 The above decision was based on a contract with one single Provider with a Care Quality Commission (CQC) rating of a minimum of 'good' to ensure continuity and a personalised approach to care with additional outcomes on social value and local and borough wide community benefits.
- 50 A contract with a single Provider would make contract management and quality monitoring much easier, less resource intensive and focused. It will ensure that the single Provider delivers a non-judgemental and inclusive service which treats Service Users with dignity, respecting gender, sexual orientation, age, physical or mental health ability, religion, culture, social background and lifestyle choice.
- 51 The market engagement undertaken in October 2022 via the (LTP) established a high level of interest with local and national organisations registering an interest which provided evidence of market stimulation and interest.
- 52 A recent similar competitive tender process had been undertaken at the two existing extra care schemes in the borough which helped to stimulate competition, and best value in terms of quality and price for those services. Currently services at the two schemes are operating effectively and at capacity.
- 53 Evidence demonstrates that the majority of individuals receiving care and support in the community have the potential to continuously improve with the right interventions at the right time. A key principle of developing Reardon Court is to focus the work of the Provider on maximising a person's independence and thus reducing reliance on paid support (i.e., commissioned council services, including domiciliary care) and in preventing their level of need from increasing.
- 54 A Market Facilitation Strategy has been produced which will demonstrate how ASC Care will continue to work with Providers to ensure business sustainability. The market engagement workstream for the delivery of extra care services at Reardon Court supports the Market Facilitation strategic aims.

- 55 The Care and Support Group dedicated to managing the procurement process alongside the other working group ensured probity in the procurement process and timeline milestones consistency with the other working groups and stakeholders in delivering the scheme.

Options Considered

56 *Do Nothing*

The Council has a statutory duty under the Care Act 2014 to provide a service to those assessed to have a need. Therefore, this is not a feasible option as a key objective of the Council is to encourage and assist all vulnerable adults who meet the Council's assessment criteria to live independently and stay healthy within their own homes. By not providing the Care and Housing Related Support service within Extra Care Schemes, would accelerate the move of older adults into a residential care setting and as a result compromise their quality of life and independence as well as increase overall expenditure.

Local data on waiting lists for ASC funded extra care housing is consistent with the requirement for more accommodation of this nature, with an average of 4-5 people each month presenting as requiring specialist extra care provision. Both the Council's existing commissioned schemes currently operate to capacity, however there is a corresponding turnover due to high level of care required and Service Users moving on and/or receiving end of life care. Currently there is a waiting list specifically for disabled access accommodation.

Provide all Service Users with a Direct Payment to source their own care

This option will result in a number of Providers coming on site which may cause a number of risks in terms of management, responsibility, accountability and varying levels of quality care provision. It also places Service Users and staff at increased risk of COVID 19 and other infections which may have a devastating health impact on the vulnerable Service Users residing at Reardon Court.

To provide a personal budget managed service and individually spot purchase Service Users care and support

This is not a practical option and would lead to an increased administrative burden on the Procurement, Brokerage and Social Care Teams, loss of the security of having an onsite care Provider and a potential decrease in quality and value for money.

To directly provide the provision in-house:-

On determining the cost associated with this option it was agreed that this option was not cost effective.

Given the potential outcomes of the above options considered, the decision was made to outsource and procure the Reardon Court Extra Care Care and Support services to a single Provider through a tender exercise, with a robust service specification, quality assurance processes, monitoring and a formal contractual arrangement.

Relevance to the Council's Corporate Plan

IMPACT ON COUNCIL PRIORITIES

57 Good homes in well-connected neighbourhood.

Social Housing with Extra Care support increases housing choice for adults with support and care needs living in the London Borough of Enfield. It allows for good quality, specialist accommodation options to meet the changing needs of existing and emerging communities.

Safe, Healthy and Confident Communities

The initiative supports families/carers, including hard-to-reach groups to have good access to specialist accommodation options in the London Borough of Enfield, so they are empowered to make informed decisions about where and how they are supported to live.

Extra Care enables older adults with support and care needs to live fulfilling, independent, healthy lives and contribute to the prevention and early intervention agenda through the development of specialist accommodation options to avoid the need of residential care.

An economy that works for everyone

Reardon Court extra care scheme will provide 70 social rented flats for people over the age of 55+. There will also be on-site communal facilities such as a café, hair salon and communal lounge for both residents and the local community.

Maximise opportunities for independent living by improving the quality, design and accessibility of specialist accommodation for older people.

The development of Reardon Court extra care is very close to many facilities such as a supermarket, pubs, community centre and good public transport links.

Extra care improves the quality of life for the local workforce which includes training, job satisfaction, motivation and health.

Additional extra care homes in the borough would create local opportunity to avoid inappropriate residential and nursing care admissions.

Ensure the availability of culturally accessible and socially inclusive specialist accommodation services to support Enfield's diverse population of older people and facilitate community cohesion.

Financial Implications

- 58 This contract provides the standard care element available to residents at the extra care unit. It does not include costs of the site etc at which the residents will have their own home.
- 59 The budgets for the care support at this unit are contained within the existing Care Purchasing budget of Adult Social Care of £118.5m, as this is effectively a new provision that is being created using existing budgets and which will replace the existing care the residents had and will, due to the benefits of extra care to residents and the council, deliver savings within those budget of £0.490m to the council and new self-contained, specially designed units for residents to enjoy and maximise their independence.
- 60 The planned saving was included in the Council's MTFP (Medium Term Financial Plan) and £0.113m was expected to be delivered this year. Given likely completion of the building this will need to be reprofiled in the MTFP process this year with a large part of the saving now being delivered in the first year of operation in 2024/25.
- 61 As this provision is effectively replacing existing provision and saving money any impact is contained within the existing budget provisions for Adult Social Care and is not an additional cost.

Legal Implications Legal Implications provided by ZS 14.09.2023]

- 62 The Council has a duty under section 1 Care Act 2014 (Care Act) to promote individuals' wellbeing (as defined in the Care Act). Under section 2 of the Care Act, the Council has a further duty to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing, delaying or reducing the development by adults and carers in its area of needs for care and support.
- 63 Section 111 Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its function. The proposals in this report are in accordance with these powers and will enable the Council to fulfil its duties under the Care Act.
- 64 The Contract is an above threshold light touch regime contract under the Public Contracts Regulation 2015 (PCR 2015) and the procurement was carried out in accordance with the requirements of the PCR 2015 and the Council's Constitution, in particular, the Contract Procedure Rules (CPRs). Legal Services

was consulted throughout the procurement exercise and was engaged to draft the contract for services.

- 65 The Council must ensure that it complies with its obligations regarding best value in accordance with the Local Government Act 1999. The Council is also required to act in accordance with the Public Sector Equality Duty under section 149 of the Equality Act 2010 and have due regard to this when carrying out its functions.
- 66 The Council must ensure that the contracts and any legal agreements (including any letting arrangements) arising from the matters described in this report are in a form approved by Legal Services on behalf of the Director of Law and Governance and the contract must be executed under seal.
- 67 Officers must ensure that the Council's Key Decision process is followed.

Equalities Implications

- 68 A EQIA has been completed on the basis that this is a new service which is yet to commence. The EQIA highlights a limited, negative impact on the protected characteristics and mitigation actions are in place to manage those that have been identified.
- 69 The proposed contract will require the successful provider to deliver services which are culturally and gender sensitive by providing cultural awareness training on issues faced by vulnerable people from different ethnic backgrounds and where possible matching specific language requirements where possible.
- 70 The successful organisation will be monitored to ensure they are complying with the Modern Slavery Policy of the Council and the requirements of the specification through checking of their records, regular review of services, obtaining Service User feedback, monthly monitoring meetings and provision of quarterly performance information to the Council.
- 71 ASC will undertake another EQIA when Reardon Court is fully operational. The EQIA forms part of the background papers of this report.

Environmental and Climate Change Implications

- 72 A requirement of GLA grant was the project needed to deliver a high sustainability performance. To meet Building Regulations energy standards, the strategy is to connect to the decentralised energy network which complies with the Council's current adopted planning policies.
- 73 The scheme should meet and where possible exceed standards in respect sustainability as set out in Housing Supplementary Planning Guidance (2016) and Building Regulations. and include the following key environmental features:

External wall thicknesses to enable high insulation levels to be provided.

- Circulation areas that benefit from plenty of natural light and ventilation.
- Excellent landscaping including wildlife and sensory gardens to provide both wildlife habitat and visual amenity.
- Either a high efficiency communal boiler or individual A rated condensing boilers will be provided.
- Water efficient fittings and low flush WCs in all dwellings.
- Generous space for residents with wheelchair store and recycling included.
- The use of renewable energy should be considered, as should the impact of the scheme on biodiversity and access to nature, through the use of wildlife verges and green/brown roofing.

74 The building is to have a thermally efficient building fabric exceeding both the minimum Part L standards and the building fabric performance within the Part L 2013 Notional Building. A 'best practice' air permeability figure has also been targeted to reduce fabric energy losses.

75 The successful Provider outlined in the appendix will have to demonstrate systems and processes to manage their impacts on the environment. They will be required to provide data to demonstrate their environmental improvements and community benefits as highlighted within their tender and throughout the duration of the contract.

Public Health Implications

76 The provision of demonstrably effective extra care services with an emphasis on early intervention and prevention are aligned with the broad intended outcomes and philosophies of LBE's current Joint Health and Wellbeing Strategy and also with the early versions of the planned succession strategy. This also aligns with the aims and underlying principles of the over-arching NCL Population Health Strategy and indeed the prevention and health promotion measures of our more local NHS partners.

77 We welcome the repeated attention noted as to the adverse impacts of unplanned and/or hospital and other institutional admissions as we do the references to limiting potential adverse environmental impact.

Procurement Implications

78 Any procurement related activity must be undertaken in accordance with the Council's Contract Procedure Rules (CPR's), the Public Contracts Regulations (PCRs) and the Council's Sustainable and Ethical Procurement Policy.

- 79 The proposed award of the Contract went through the Procurement Services Assurance process and the necessary Gateway Reports have been prepared for endorsement. The lead officer within the Service Area must keep records of approvals to proceed with the proposed award and any future optional extensions to evidence compliance with the rules.
- 80 Award of the contract must be published on the government's procurement website, Find a Tender (FTS) and Contracts Finder to comply with the rules and the Government's transparency requirements.
- 81 In accordance with the Councils CPR's, the service area must ensure that the assigned Contract Manager of the contract ensures the monitoring requirements are adhered to, including evidence of regular contract / performance reviews with the Service Providers.
- 82 The Service Area has completed the Contract Classification Tiering tool and the proposed Contract has been classified as "Gold". The lead officer from the service who will be managing this contract is aware of the contract management requirements in accordance with the Contract Management Framework that is now rolled out across the Council. They will also meet with the Contract and Supplier Relationship Manager within Procurement Services, who will go through the contract management requirements for the management of the Contract prior to its commencement.

Property Implications

- 83 This report refers to HRA property and there are no specific GF property implications.

Safeguarding Implications

- 84 This report clearly demonstrates the need for extra care provision within the Borough. This is a key preventative measure to help residents avoid neglect and self-neglect – the application of assistive technology throughout will also be protective and help to prevent isolation in this vulnerable group (which is a risk factor for abuse or neglect).
- 85 We welcome the inclusion of activities and engagement with the community in the tendering process to support the adults involved to live active and connected lives. The tendering process has also reviewed the CQC registration and history of the provider to ensure that they known to provide adequate care.

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Appendices

EQIA

Background Papers

Cabinet Paper 25th July 2018

Cabinet Paper 7th July 2021

Portfolio Key Decision 5517 November 2022