

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 06/12/2021

Subject: Health and Wellbeing - Harm Reduction, Treatment and Prevention
Procurement Strategy

Report of: Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care

Report author: Julia Woodman, Programme Lead

Responsible Director: Lisa Redfern, Strategic Director of Social Care

Summary

The council plans to recommission its substance misuse services for adults and integrated substance misuse and sexual health wellbeing services for young people. The current contracts give provision for core drug and alcohol services, peer support and young people's health and wellbeing services covering substance misuse and psychosexual support.

This report seeks approval of the Procurement Strategy which sets out the intention to tender the delivery of a more efficient and high-quality substance misuse services through:

- an adults' substance misuse service
 - an integrated young peoples' sexual health and substance misuse service
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Recommendations

To approve the Procurement Strategy for the re-procurement of two contracts commencing October 2022 as follows:

- Lot 1 - an adults integrated substance misuse service, with a contract value up to £2,925,000 per annum. The total value of the contract is £20,475,000 over 7 years
 - Lot 2 - a young peoples integrated substance misuse and sexual health service, with a contract value up to £200,000 per annum. The total value of the contract is £1,400,000 over 7 years.
 - The contracts are reviewed by the Cabinet Member for Health and Adult Social Care after two years.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The services support the recovery of residents with substance misuse issues and in relation to young people, those who need support with their sexual and reproductive health decisions. As individuals recover from their addiction or problem use, they improve their health, increase their ability to access education, training, and employment, sustain appropriate housing, commit fewer crimes (for those who are offending) and improve relationships often reconnecting with their families and gain positive social networks. The service aims are to reduce health inequalities. Sexual health problems disproportionately affect young people experiencing poverty and social exclusion. Individuals and groups who find it most difficult to access services include asylum seekers and refugees, sex workers and their clients, those who are homeless and young people in, or leaving, care.
Creating a compassionate council	Supporting residents to recover demonstrates compassion offering a chance at a lifestyle change for residents who misuse substances.
Doing things with local residents, not to them	Re-commissioning will be co-produced with our substance misuse user groups. The provision of Peer led work will be embedded in the contract specifications.
Being ruthlessly financially efficient	Substance misuse recovery promotes resident's wider wellbeing which reduces costs to other service areas.
Taking pride in H&F	Maintaining and supporting high quality services for our residents. Enabling positive health outcomes for all our residents via universal and targeted specialist services.
Rising to the challenge of the climate and ecological emergency	Providers will be expected to commit to environmental outcomes as part of their social value offer. There will

	also be an opportunity to retain some newer ways of delivering this service as a result of COVID-19; increased use of digital platforms will reduce the need for staff / user travel and office space.
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Financial Impact

Services are currently funded from the ringfenced Public Health Grant and will continue to be funded from this grant after re-procurement. The future of the Public Health grant in the medium is uncertain and in the event of continued grant funding reductions, public health services will need to be managed within the grant envelope.

	Year 1 October 2022– September 2023	Year 2 October 2023- September 2024	Year 3 October 2024- September 2025	Year 4 -year 5 (two year extension and variation option) October 2025- September 2027	Year 6 -year 7 (further 2 year extension and variation option) October 2027- September 2029
Lot 1 -Adults Integrated Substance Misuse Service	2,925,000	2,925,000	2,925,000	5,850,000	5,850,000
Lot 2 – Young Peoples Integrated Sexual Health and Substance Misuse Service	200,000	200,000	200,000	400,000	400,000
Total maximum for award	Lot 1 total = 20,475,000 Lot 2 total = £1,400,000 Total Value = £21,875,000				

Legal Implications

This report seeks approval for a Procurement Strategy for the re-procurement of 2 contracts commencing on 1st October 2022, an adults integrated substance misuse and alcohol service and a young people’s integrated substance misuse and sexual health service. The estimated contract value is £20,475,000 and £1,400,000 respectively with terms of 3 + 2 +2 years. The contracts are above the threshold for services in the Public Contracts Regulations (‘PCR’) and must be procured in accordance with Part 2 of the PCR i.e. tendered using one of the ‘procedures’. The proposal is to use the open procedure – a one stage process which covers exclusion grounds, selection criteria and award criteria

The Contracts are High Value under the Council's Contracts Standing Orders. Prior to starting any tender exercise, the Service Review Team must prepare a report for the approval of the Procurement Strategy. All high value contracts are required to:

- have a Service Review Team established to oversee the procurement (CSO 17);
- have a Procurement Strategy reviewed at the Contracts Assurance Board and approved by the relevant decision maker before the procurement process commences (CSO 18); and
- have a Tender Appraisal Panel established following approval of the procurement strategy (CSO 19.3).

Under CSO 19, a High Value Contract (HVC) requires the use of either an existing framework agreement or to publish a contract notice (the proposal here) to be published in the UK Find a Tender service together with an opportunity listing on the Council's e-tendering portal and publication of a contract notice on Contracts Finder. The award of HVCs must be on the basis of the most economically advantageous tender. The CSOs recommend a quality/price split of 60:40. This report proposes a quality/price split of 70:30 in favour of quality. Deviations from the recommended split can be approved but justification to changes should be included in the award report subsequently submitted.

The appropriate decision maker for the procurement strategy of Lot 1 is the Cabinet and for Lot 2, the relevant Cabinet Member (CSO 18.1).

Since the procurement strategy concerns contracts with an estimated value in excess of £300,000, it is a Key Decision (see Article 12 of the Constitution) and the report must be submitted to Committee Services for publication on the Council's website.

Social Value

The Council is under an obligation in the Public Services (Social Value) Act 2012 to consider how the letting of these contracts can benefit the social, economic and environmental well-being of their area. These are factors which will be considered and built into the contract and procurement documents. The Council has recently adopted a Social Value policy which requires that 10% of the total scoring is for social value, which will be subject to assessment by an external assessor, a company called Social Value Portal. The requirements of the assessor and the Council's policy will need to be built into the tender documents.

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Background Papers Used in Preparing This Report – none

DETAILED ANALYSIS

Proposals and Analysis of Options

1. Hammersmith & Fulham provide well performing drug and alcohol services. The model is one of continuing improvement and coproduction. The services from the most current reporting (quarter 3 2020-21) are top quartile in three out of the four Public Health England measures on successful treatment completions and not re-presenting in non-opiates, alcohol and alcohol and non-opiates. The services are second quartile for opiate misusing treatment population successfully completing and not re-presenting. Opiate treatment completions continue to improve and are area key focus for the substance misuse service with a new post covid operating model focused around improving performance in this area.
2. In Hammersmith & Fulham, the substance misuse and treatment trend data is showing decreasing presentation rates for opiate use. Re-presentation rates for opiate use is 11%, however re-presentation rates for alcohol is high at 47%. Services moving forwards will need to ensure a greater focus on alcohol as a growing issue.

More detailed analysis is showing:

- That substance misuse and associated risk factors are complex. Nationally research has shown that 72% of people attending drug treatment service are experiencing mental health issues. In Hammersmith & Fulham 27.4% of those who entered specialist drug misuse services were currently in receipt of treatment from mental health services. Services will need to improve the detection of wider risk factors such as mental health conditions.
- Between 2018-20, there was a rate of 8 deaths from drug misuse per 100,000 population in Hammersmith & Fulham. This was higher than the regional average, with 3.5 deaths per 100,000 occurring in London. Across treatment providers and stakeholders such as the coroner, community safety, police, NHS, rough sleeping and hostels, and other local authority services, there needs to be a greater understanding of these trends. This will help to inform better harm reduction and prevention, referral and support systems.

3. A proposed integrated service across substance misuse and alcohol services, would help to streamline referral pathways and reduce the potential for duplication. An integrated young peoples' sexual health and substance misuse service is currently performing well after 24 months of operation and provides a solid evidence base for the integrated nature of sexual health and substance misuse services for young people under an umbrella of health and wellbeing.
4. It is key that, within the offer, specialist elements are retained and that there is a targeted offer to those with complex needs and most at risk of harm. The pandemic has increased health inequalities and therefore the need for these targeted services has become more acute.
5. A new model will need to recognise and support mental health needs of its service users. There is already significant evidence around the comorbidities of mental health and substance misuse. The pandemic and the resulting economic recession have negatively affected many people's mental health and created new barriers for people already suffering from mental illness and substance use.
6. The current contracted services are well embedded in a wider network of substance misuse service provision with longstanding collaborative and integrated relationships. It will be essential that partners and existing user groups are involved in the re-design of the current offer. Hammersmith & Fulham has several active and involved service user groups who commissioners will co-produce the new integrated model with.
7. The services will include the integration of stop smoking support for targeted cohorts based on those residents who are already accessing substance misuse services or where there are higher risks attached. The strategy ensures there are streamlined systems and offers a more efficient, evidenced based approach for the delivery of stop smoking services as part of our substance misuse response.

Current services and contracts

8. The Drug and Alcohol Service (DAWS) provided by Turning Point deliver:
 - recovery focussed drug and alcohol open access services,
 - harm reduction services including blood borne virus provision and needle exchange,
 - prescribing, community detox, psychosocial interventions,
 - criminal justice workers for courts and police stations,
 - a peer mentoring service,
 - an Education, Training and Employment service,
 - targeted workers to support joint work with Children and Family Services and the Violence Against Women and Girls (VAWG) partnership.
9. The current contract with Turning Point is due to expire on 30th September 2022.

10. The Resilience Service provided by Turning Point provide an integrated holistic wellbeing offer of advice and support for young people specialising in issues of substance use, sexual health and relationships. The service also provides, where necessary, access to clinical sexual health services for young people via an external clinical provider as well as specialist substance misuse treatment from within this service. Resilience also works locally with the Integrated Gangs Unit and the Youth Offending Service providing specialist 1:1s and training and support for professionals.
11. The current contract with Turning Point is due to expire on 30th September 2022.
12. The Alcohol Service provided by Change, Grow, Live (CGL) deliver targeted recovery focussed services for different cohorts of alcohol users including older drinkers, those drinking at harmful levels and those looking to reduce their levels but continue drinking. Services are targeted in primary care and GP settings, hospitals (accident and emergency specialist nurses), and community settings.
13. The current contract with CGL is due to expire on 30th September 2022.

Reasons for Decision

14. The recommendation is to provide an integrated adults substance misuse and alcohol service and an integrated sexual health and substance service for young people.
15. The reasons for this are as follows:
 - To protect residents from harm and promote health and wellbeing, harm reduction, prevention and treatment through integrated and high performing substance misuse and alcohol services offer.
 - To deliver a model that aligns well with national and local priorities and has the flexibility to meet changes in local need.
 - Ameliorating the pandemic impact of increasing health inequalities.
 - The adults and young peoples' model will continue to make use of specialists within the system.
 - It will develop the way in which adult drug and alcohol services work, meeting a range of complex needs, in a more financially efficient and effective manner, while also ensuring that overall health and well-being is improved.
 - The wider social impacts - There is a significant and growing body of evidence showing that investing in the prevention and treatment of drug and alcohol misuse improves social, physical, human and recovery capital.

- To streamline contracts and make more efficient use of experts in the system.
- To make one ‘front door’ for those with multiple complex needs while ensuring that everyone with needs across the spectrum of prevention to treatment can still access easily through different ways of accessing provision.
- To provide a stop smoking pathway, including targeted smoking cessation services for those at higher health risks: women smoking during pregnancy, adults with complex dual diagnosis issues. In addition, supporting prison healthcare services in delivering targeted interventions for the prison population.

Contract Specifications Summary

Contract	Core elements	Enhanced elements
<p>An integrated substance misuse service for adults as a single contract for 3+2+2 years with an annual contract value of £2,925, 000</p>	<ul style="list-style-type: none"> •recovery focussed drug and alcohol open access services •access to detox and rehab placements •harm reduction services including blood borne virus provision and needle exchange •prescribing, community detox, psychosocial interventions •criminal justice workers for courts and police stations and Integrated Offender management support •Education, Training and Employment service •targeted workers to support joint work with Children and Family Services and the Violence Against Women and Girls (VAWG) partnership •outreach/in-reach – street outreach with partners and in-reach to hostels etc •Novel psychoactive substances pathways and 	<ul style="list-style-type: none"> •Expanding digitalisation and virtual offer where appropriate •Expanding user group involvement in re-designing services •Broadening women’s wellness offer •Options to deliver general practice services specific to substance misuse issues

	<p>support including specialist support for men who have sex with men (MSM)</p> <ul style="list-style-type: none"> •resident access to an innovation fund •Hospital substance misuse liaison •Support for GP Shared Care Service •Groupwork •A stop smoking pathway 	
<p>An integrated sexual health and substance misuse service for young people as a single contract for 3+2+2 years with an annual contract value of £200,000</p>	<ul style="list-style-type: none"> •An integrated holistic wellbeing offer of advice and support for children and young people, specialising in sexual health, relationships, drugs and alcohol at <ul style="list-style-type: none"> ○ Tier 2 – via short term focussed key working ○ Tier 3 – via committed goal-oriented care plans reportable to National Drug Treatment Monitoring System •access to clinical sexual health services via the external clinical providers, as well as specialist substance misuse treatment from within this service •A wider training support to linked professional engagement activities with YP and linked professionals •Stop smoking support 	<ul style="list-style-type: none"> •Virtual on-line safety and risk awareness support for young people •a peer mentoring programme

Procurement Route Analysis of Options

Option	Analysis	Recommended
<p>1. Recommission of new model of an integrated substance misuse and alcohol service for adults.</p> <p>Retain the integrated substance misuse and sexual health services for young people.</p> <p>Procurement route: Open procedure - It is recommended that the evaluation for the procurement of the contract uses a 30% price and 70% quality weighting with a floor and ceiling pricing bracket to ensure the delivery of clinically safe, quality services</p>	<p>An integrated model would retain the specialist elements across all the services.</p> <p>The added benefits would be to reduce duplication and streamline referral pathways. It is also to recognise that services need to more seamlessly tackle co-occurring harms related to sexual activity and substance misuse.</p> <p>In addition to consider a joined-up approach to the social value and wider health and wellbeing aspects that the services offer and continue to build upon.</p>	Yes
<p>2. Recommission the current model as 3 separate contracts</p> <ul style="list-style-type: none"> • Substance Misuse Treatment services • Alcohol Services • A young people's integrated sexual health and substance misuse service <p>Procurement route: Open procedure - It is recommended that the evaluation for the procurement of the contract uses a 30% price and 70% quality weighting to ensure</p>	<p>The current services are well regarded across London and there is evidence of flexibility across service to meet changing local need.</p> <p>Services could be more joined-up particularly targeting at risk groups where there are co-occurring harms relating to sexual activity and drug use e.g. MSM, Sex Workers.</p>	No

the delivery of quality services		
3. Let contracts lapse	<p>The adult substance misuse, alcohol and the integrated young people's integrated sexual health and substance services contracts provide critical services by protecting resident's health through harm reduction and minimisation. It would be unprecedented to not have these services in place.</p> <p>Evidence suggests the pandemic has adversely effected levels of substance misuse and sexual health particularly amongst the most vulnerable and at-risk groups.</p>	No

Market Analysis, Local Economy and Social Value

16. The market for substance misuse providers is well developed and mature. As both contract lots contain specialist service elements for substance misuse services, the contracts will not be reserved for Greater London businesses. The recommissioning process will recognise the approach advocated by the Government's Drug Strategy in 2017. The strategy emphasised community-based recovery, promoting partnerships, service-user involvement and increased support for families. Sub-contracting with local voluntary organisations will therefore be encouraged.
17. Successful Substance Misuse services will have positive impact on local care and support, social housing providers and retail businesses. Tenders will be assessed for their innovative approaches to promoting employment opportunities and volunteering for local residents, improved health and well-being and social inclusion.

Risk Assessment and Proposed Mitigations

18. A table of risks and mitigations during the procurement process is outlined below:

Risk	Mitigation
The programme does not meet procurement deadlines to ensure continuity of service to users	A timetable is set out with key decision-making milestones. Management of the progression of the re-commissioning will be monitored and RAG rated via Harm Reduction and Prevention Portfolio meetings.
Insufficient consideration is given to the impacts of COVID 19 in	Discussions are held at contract monitoring meeting with existing providers regarding changes that

designing the service model and specification	will need to be embedded longer term. User consultation meetings are programmed to look at future service considerations.
User/ professional voices in shaping services is limited	Separate user and themed professionals meetings arranged, in interactive sessions. There will be introductory sessions followed by workshop opportunities in the development of service specifications.

Timetable

Key Decision Entry (Strategy)	May 2021
Contracts Assurance Board (CAB) (Strategy)	1 September 2021
Cabinet	6 th December 2021
Find a Tender Service Notice	February 2022
Closing date for clarifications	February 2022
Closing date for submissions	March 2022
Evaluation of Tenders	March 2022
Key Decision Entry (Award)	April 2022
CAB (Award)	May 2022
Cabinet Member (Award)	May 2022
Find a Tender Service Contract Award Notice	June 2022
Contract engrossment	June 2022
Contract mobilisation and implementation	July -Sept 2022
Contract commencement	1 st October 2022

Selection and Award Criteria

19. An evaluation panel will be formed to review and score the submitted tender documents. The panel will be made up of health and social care commissioners and key stakeholders e.g. community safety officers, children's services officers, clinical staff, etc. Service user representation on the panel will be facilitated if possible and requested by the service user group.

Social Value

20. Public Sector organisations have an obligation under the Public Services (social value) Act 2012 (SVA) to consider how each procurement might improve the economic, social and environmental well-being in a way that achieves value for money as well as generating benefits to society and the economy, whilst minimising damage to the environment.

21. As part of this procurement to ensure the Bidder provides added social value, we will attribute a tender weighting of 15% to social value within the quality element, in line with our Social value strategy. Social value KPI commitments will form part of contractual obligations

Technical and commercial weighting

22. It is recommended that the evaluation for the procurement of the contract uses a 30% price and 70% quality weighting to ensure the delivery of quality services. As part of the open tender there will be a Qualification stage and only those tenderers who pass all aspects of this will have their quality and price submissions evaluated. The tenderer who submits the lowest price will be awarded the full 30% available.

Price

23. There will be no inflationary uplifts to the contracts.

Price sub-criteria	Award weightings	Rationale
Lot 1 Adults Integrated Substance Misuse and alcohol Service	30%	Tenders that are submitted below £2.7 -& 2.925 million pa
Lot 2 Young Peoples Integrated Substance Misuse and Sexual Health Service	30%	Tenders that are submitted between £175-200K pa

Quality

24. The maximum score available for Quality will be 70%. Tenderers will be assessed against several award criteria. The table below outlines the criteria/factors to be used to score quality, along with their individual weightings and rationale for each.

25. Lot 1 – An integrated adults’ substance misuse and alcohol service.

Quality sub-criterion	Award weightings	Rationale
Implementation Plan	15%	The tenderers proposal will need to demonstrate that they have a robust mobilisation plan for mobilising the Service. The plan should include, without limitation and take the form of; <ul style="list-style-type: none"> • A Gantt chart – setting out the activities required to establish the Services, timescales

		<p>and who / the roles that would be accountable for delivery;</p> <ul style="list-style-type: none"> • A risk log – identifying and quantifying risk, and proposing actions to reduce the likelihood and / or mitigate the impact of identified risks; • An explanatory narrative supporting the above and detail of any resources the tenderer is willing to commit prior to the commencement date; • Outline plans for the locations and where they will deliver services
Service Plan for Service Development and Continuous Improvement	10%	<p>The Tenderer's proposal for the service plan, including without limitation; the evidence it is based on, how it will be imaginative and innovative in the provision of the integrated substance misuse and alcohol service for adults. In addition, how services will reduce health inequalities. The proposal should include how they think the landscape of substance misuse services are changing and what they will do to innovate accordingly</p> <p>The proposal should include how it will achieve all the outcome targets stated in the service specifications. The submission must include a quarterly breakdown of their submitted outcomes, how they will achieve those over the 5 year contract period.</p>
Partnership working with Health, Social Care, linked partnerships and the voluntary sector	12%	<p>The tenderer's proposal will need to demonstrate how it will work with the Health, Social Care and Children's professionals, linked partnerships (Community Safety, VAWG, Criminal Justice) and the local voluntary and community sectors to maximize improvement in health outcomes.</p>
Service Plan for Data Management	10%	<p>The Tenderer's proposal for data collection and management, which should cover (but not be limited to) the following:</p> <ul style="list-style-type: none"> • How data will be collected; • How data quality will be ensured; • How data will be stored; • How data will be provided to commissioners (please refer to KPIs and the service specification); • How data on outputs and outcomes will be recorded and reported; • What data sharing arrangements the provider will plan to put in place; • How will existing client records will be transferred from the current provider; • How data will be used to evaluate the effectiveness of the service; and • How will data be used to improve health outcomes at the key transitions between services: young people and adults services, criminal justice and treatment services.
Staffing – structure, management, retention,	10%	<p>Staff are critical to successful services. The tenderers proposal will explain how it will be organised and</p>

qualifications, terms, and conditions London Living Wage (LLW)		structure their staffing resources, including training, staff progression and retention.
Complex Needs	10%	The tenderer should submit its proposal for how it will manage residents complex substance misuse needs including co-occurring harms for those at risk. This should include demonstration of joined-up pathways and referral routes within a local context.
Recovery	11%	The Tenderers proposals on how it will support individual recovery. Demonstrating the wide range of interventions such as groupwork and a training and employment offer.
Added/social value	15%	We want to understand what organisational and financial added value providers will bring to meet the service specification requirements.
Coproduction and social inclusion	7%	We want to see innovative approaches to co-production to include Peers Support Groups.
Contingency plan which considers Brexit and COVID-19.	n/a	This are is not weighted as part of the evaluation but will be required as part of the tenderers submission.
Total	100%	n/a

Lot 2 - a young peoples integrated substance misuse and sexual health service

Quality criterion	sub-	Award weightings	Rationale
Implementation Plan		15%	<p>The tenderers proposal will need to demonstrate that they have a robust mobilisation plan for mobilising the Service. The plan should include, without limitation and take the form of;</p> <ul style="list-style-type: none"> • A Gantt chart – setting out the activities required to establish the Services, timescales and who / the roles that would be accountable for delivery; • A risk log – identifying and quantifying risk, and proposing actions to reduce the likelihood and / or mitigate the impact of identified risks; • An explanatory narrative supporting the above and detail of any resources the tenderer is willing to commit prior to the commencement date; • Outline plans for the locations and where they will deliver services.
Service Plan for Service Development and Continuous Improvement		10%	The Tenderer's proposal for the service plan, including without limitation; the evidence it is based on, how it will be imaginative and innovative in the provision of the integrated substance misuse and sexual health service for young people. In addition, how services will

		<p>reduce health inequalities. The proposal should include how they think the landscape of substance misuse and sexual health services are changing and what they will do to innovate accordingly.</p> <p>The proposal should include how it will achieve all the outcome targets stated in the service specifications.</p> <p>The submission must include a quarterly breakdown of their submitted outcomes, how they will achieve those over the 5 year contract period.</p>
Partnership working with Health, Children's Services, Schools, Colleges and linked partnerships and the voluntary sector	12%	The tenderer's proposal will need to demonstrate as to how it will work with the Children's Services, Health and educational professionals and the local voluntary and community sector to maximize improvement in health outcomes.
Service Plan for Data Management	10%	<p>The Tenderer's proposal for data collection and management, which should cover (but not be limited to) the following:</p> <ul style="list-style-type: none"> • How data will be collected; • How data quality will be ensured; • How data will be stored; • How data will be provided to commissioners (please refer to KPIs and the service specification); • How data on outputs and outcomes will be recorded and reported; • What data sharing arrangements the provider will plan to put in place; • How will data be used to improve health outcomes at the key transitions between services: young people and adults services, criminal justice and treatment services.
Staffing – structure, management, retention, qualifications, terms, and conditions LLW	10%	Staff are critical to successful services. The tenderers proposal will explain how it will organised and structure their staffing resources, including training, staff progression and retention.
Improve resident employment, education, and training opportunities	10%	The tenderers proposal must demonstrate how they will work in partnership with other local statutory and community and voluntary sector providers to deliver improved outcomes for residents
Health and Safety of Service Users and Staff including Safeguarding (and approach to risk)	11%	The Tenderers proposals on how it will fulfil the safeguarding requirements as set out in the Specification.
Added/social value	15%	We want to understand what organisational and financial added value providers will bring to meet the service specification requirements.

Coproduction and social inclusion	7%	We want to see innovative approaches to continued co-production
Contingency plan which considers Brexit and COVID-19.	n/a	This is not weighted as part of the evaluation but will be required as part of the tenderers submission.
Total	100%	n/a

Contract Management

26. Provider performance will be measured against high level performance objectives, consisting of clearly defined targets set by Hammersmith & Fulham and Public Health England. The objectives are linked to locally identified priorities and Public Health England's Public Health Outcome Framework. Targets will be set to ensure alignment with local and national strategies and to reflect changes in demographics, drug use and sexual health.
27. These Key Performance Indicators will evidence minimum standards around Services' delivery and monitor the provision of an inclusive service with the full breadth of interventions available. Contract performance will be assessed via quarterly monitoring meetings. As the contract progresses, further monitoring requirements will be developed with the successful provider as changing needs will need to be addressed.
28. There will be clauses in the contract terms and conditions covering breaches in performance. These will relate to a number of factors including critical performance defaults and non-critical performance defaults. Remedies include warnings, withholding of payments or part-payments. The contract will also include a clause relating to the Public Health ring fence budget meaning should funding be pulled during the term of this contract; the council are able to terminate each contract with 3 months' notice.

Equality Implications

29. There are no anticipated negative implications for groups with protected characteristics, under the Equality Act 2010, by the approval of the procurement strategy outlined in this report. An Equality Impact Analysis is attached at Appendix 1.

Risk Management Implications

30. The services being commissioned are being tendered to ensure that a high-quality service continues to be delivered at the best cost to taxpayers. This is in accordance with the Council's approach in Being Ruthlessly Financially Efficient.
31. A timetable has been set out to ensure that a re-procurement is undertaken in an orderly manner and with appropriate governance. Consideration will be given to the pandemic impacts and its effects on service provision. Services delivered will be expected to act within HM Government, Health and Safety

Executive, and Service Specific Covid safe operating guidance and any applicable regulations.

Implications verified by: David Hughes - Director of Audit, Fraud, Risk and Insurance Tel: 020 7361 2389

Climate and Ecological Emergency Implications

32. Providers will need to demonstrate organisational policies that reflect their respective organisational commitment to responding to the climate emergency.
33. In addition, providers will be expected to commit to environmental outcomes as part of their social value offer. There will also be an opportunity to retain some newer ways of delivering this service as a result of COVID-19; for instance; less travel of staff due to the delivery of some appointments virtually.

*Implications verified by: Hinesh Mehta - Strategic Lead – Climate Emergency.
Tel: 07960 470125*

Local Economy and Social Value Implications

34. The council's Social Value Strategy became effective on the 15 May 2020 and introduced a mandatory requirement for all procurement activities over £100,000 to generate a minimum 10% in social value.
35. As part of this procurement, Social Value will be weighted at a minimum total of 15% of the technical envelope, in order to achieve the 10% overall, which is in line with our Social value strategy. Social Value commitments will form part of contractual obligations.
36. Bidders will be required to register on the Social Value Portal to enter social value commitments from H&F Themes Outcomes and Measures (TOMs) framework. The Successful Bidder is responsible for paying the Social Value Portal for Management Fee for the term of the contract.
37. Commissioners and the contract manager will need to work with the Council's Social Value Officer to ensure commitments are being effectively monitored and delivered. The final contract should contain appropriate social value clauses so that the Council can enforce its right to compensation if social value commitments are not delivered.

Implications by: Ilaria Agueci, Social Value Officer, tel. 0777 667 2878.

Consultation

38. Existing users of services will be invited to participate in initial consultation events and this will inform future user participation in the recommissioning process.

39. External partners linked to community safety, criminal justice and youth services will be key to establishing improved and new pathways.

Digital Services and Information Management Implications

40. IT Implications: No IT implications are considered to arise from the proposal in this report. However, if the new contract results in a requirement for the service provider(s) to have interoperability with H&F systems or applications Digital Services must be consulted to ensure that IT requirements are met and that all necessary safeguards, permissions and budgets are in place.
41. IM Implications: A Privacy Impact Assessment will need to be completed to ensure all potential data protection risks are properly assessed with mitigating actions agreed and implemented.
42. The contract arising from this procurement will need to include H&F's data protection and processing schedule. This is compliant with the General Data Protection Regulation (GDPR). The supplier will be expected to have a GDPR policy in place and all staff will be expected to have received GDPR training.

Implications completed by: Karen Barry, Strategic Relationship Manager, IT Services, Tel : 0208 753 3481

Property Implications

43. The existing provider Turning Point currently leases 370-376 Uxbridge Road W12 (Coach House) from the council on a short-term lease and expiring on 31st March 2022. It is anticipated that any new Provider will take over the lease from the incumbent provider if unsuccessful in their bid .

Implications verified/completed by: (Ade Sule, Senior Valuer and 0208-7532831)

List of Appendices

Appendix 1 The Equality Impact Analysis