

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Councillor Alex Sanderson – Cabinet Member for Children and Education

Date: 10/10/2022

Subject: Early Intervention Procurement Strategy

Report author: Alistair Ayres, Head of Programmes

Responsible Director: Jacqui McShannon, Strategic Director Children's Services

SUMMARY

This report seeks approval for the procurement strategy to recommission the following provision through a competitive tender exercise, organised through a series of Lots.

- Lot 1: Youth Provision
 - Lot 2: Volunteer Family Support
 - Lot 3: Virtual Reality Software
 - Lot 4: Child and Family Support
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RECOMMENDATIONS

That the Cabinet Member for Children and Education:

1. In accordance with the Council's Contracts Standing Order (CSO) (18.1), approves the Procurement Strategy for the procurement of the following Lots:
 - Lot 1: Youth Provision
 - Lot 2: Volunteer Family Support
 - Lot 3: Virtual Reality Software
 - Lot 4: Child and Family Support

All lots will be for a contract period of 3 years, with the option to extend for 1 year with a further period of 1 year (3 +1+1 years), at an annual cost of £817,900, and a total combined cost of £4,089,500 across the contract period. All contracts will commence from 1st April 2023.

Wards Affected: All

| Our Values | Summary of how this report aligns to the H&F Values |
|---|--|
| Building shared prosperity | Growing opportunities for local voluntary and community sector organisations to support in developing a strong local economy. |
| Creating a compassionate council | Fulfilling the strategic ambition of the Early Intervention Strategy, to work together as a local partnership to support all children, young people, and their families to thrive. |
| Doing things with local residents, not to them | Service proposals have been developed through proactive engagement with children, young people and parents to ensure services are responsive to local need, including supporting more inclusive delivery of provision. |
| Being ruthlessly financially efficient | Procurement approach developed in recognition of significant reductions to the future budget envelop due to identified efficiency savings. |
| Taking pride in H&F | Embedding the partnership principles established through the Early Intervention Strategy to support families to thrive, to provide the best opportunities to live, work and play in the borough. |
| Rising to the challenge of the climate and ecological emergency | Coupled with our wider service plans, we will reduce our asset footprint and emissions, maximising the use of existing resources to support delivery. |

Financial Impact

The early intervention strategy was compiled and developed by Children's Services in partnership with local organisations and residents.

The contracts described in this report will be funded from existing budgetary provision for early intervention. The budget available for the contracted services within the procurement is £0.818m, after allowing for £0.7m of savings proposed in the 2023/24 Medium Term Financial Strategy. Targeted savings from 2023/24 are intended to be delivered from the contracted services as a result of this procurement.

The wider budget available for early intervention services including inhouse services for Early Help, Early Years and Children's Centres from 2023/24 is £2.954m. This budget includes £2.141m in contributions from other grants and income.

There is some risk around grants and income streams in the medium to longer term. Income streams should be reviewed at the point of extension to ensure affordability of the contracts.

| Service Area | Gross Expenditure Budget £m |
|---|--|
| Contracts within scope of procurement | 0.818 |
| Services and Budgets Outside the scope of this procurement: | |
| Early Help Services | 1.090 |
| Early Years Services | 0.344 |
| In-house Children's Centres | 0.531 |
| Other contracts and commissioning | 0.171 |
| Proposed Budget 2023/24 | 2.954 |
| 2022/23 Budget | 3.654 |
| Proposed Saving | 0.700 |

Financial Implications written by Tony Burton, Head of Finance Children's Services and Education, 6th October 2022

Implications verified by Kellie Gooch – interim deputy s.151 officer, 6th October 2022.

Legal Implications

Procurement Strategy

This report recommends that contracts for Youth Provision, Volunteer Family Support, Virtual Reality Software and Child and Family Support are procured via 4 Lots. The total value of the lots is above the threshold under the Public Contracts Regulations 2015 ('PCR'). Therefore, a full procurement is required. The proposal to use the open procedure satisfies the requirements of the PCR. It also satisfies the requirements of the Council's Contract Standing Orders ('CSOs').

Angela Hogan, Chief Solicitor (Contracts and Procurement) 13th September 2022

The Early Intervention Strategy covers a broad range of Local Authority functions from Youth Crime, Early Help, and Children Centres to SEND.

Section 17 of the Act defines a 'child in need'. With the accompanying guidance, it places a 'general duty' on local authorities to safeguard and promote the welfare of children in need and 'promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs'.

The Council has duties under Schedule 2 and Part III of the Children Act 1989 to take reasonable steps, through the provision of services, to prevent children within their area suffering ill-treatment or neglect. It must provide such family centres as they consider appropriate in relation to children within their area. It must provide services designed to minimise the effect on disabled children within their area of their disabilities and to give such children the opportunity to lead lives which are as

normal as possible. The Council must also take reasonable steps to identify the extent to which there are children in need within their area and publish information about services provided.

Section 10 of the Children Act 2004 sets out the legal framework for multi-agency 'cooperation to improve well-being'. Each local authority must 'make arrangements to promote cooperation' between the authority and its partners 'with a view to improving the well-being of children' and 'with regard to the importance of parents and other persons caring for children' in improving their well-being.

Adopting the strategy contributes to the fulfilment by the Council of this broad range of legal obligations and many others.

Fionnghuala Devereaux, Senior Solicitor (Social Care) 16th September 2022

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. A procurement strategy is required to maximise outcomes for children, young people and families across the Early Intervention portfolio. Reshaping the delivery model to reduce the number of available Lots, comparatively to the previous framework arrangement, will allow us to bring together existing service elements into fewer contracts with focused specifications encompassing multiple delivery elements. This will facilitate a more coordinated, inclusive service offer for children, young people and families in line with user demand, support a more collaborative approach across our voluntary and community sector, and eliminate duplication whilst delivering necessary efficiency savings.
2. This procurement aligns with the aims and deliverables within the Early Intervention Strategy. The Early Intervention Strategy outlines our local area approach to working together to support all children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary. This Strategy was developed in partnership with key multiagency stakeholder and details our aim to reshape the way in which we plan, implement, and deliver services in Hammersmith & Fulham in collaboration with partners, third sector providers, children, young people, and their families. This procurement strategy mirrors our strategic ambition and is key to how we will embed the resultant new service model in line with our wider delivery plans to move towards a Family Hub model.

3. Development of this procurement strategy has been led by extensive consultation with children, young people and families to outline what our key areas of focus should be within a reduced budget envelope.

Reasons for Decision

4. The early intervention budget comprises contract arrangements within the Early Help and Early Years services as well as the Family Support Services Framework. The current budget includes staffing costs, non-staffing costs, and a range of contracts including youth provision, holiday activity, mentoring, volunteer family support, Virtual Reality software, Croner HR system, children's centre asset costs, commissioned children's centre session delivery partners, children's centre providers, and statutory NEET database.
5. Many contracts within the early intervention budget have not been competitively tendered since 2018 when the Family Support Service Framework was established as part of the Family Support Service Local Authority Trading Company.
6. Across the services, and particularly the Family Support Framework, are several contracts which, whilst performing well, vary in value and delivery. Further, due to committed Medium Term Financial Strategy savings identified to be delivered from the early intervention budget and depletion of Supporting Families grant reserves, the future budget envelope is significantly reduced and cannot sustain the contracts as they are currently commissioned.
7. In addition, this provides the opportunity to embed the partnership principles within the Early Intervention Strategy which have been developed with key stakeholders across the local area and outline our collective approach for future joint working.
8. The Early Intervention Strategy is the strategic driver of this procurement strategy, with all partners committing to improved integrated and partnership working to ensure we have an effective whole system approach. Additionally, this supports the following manifesto commitments:
 - Focus on early intervention and prevention work with children and young people through schools, youth services, family teams and the voluntary sector.
 - Review, refine and refocus our range of early interventions to ensure that services are accessible and coordinated by improving multi-agency support for children across education, health and social care, continue to innovate and make changes to identify and meet need earlier in life.
 - Develop family hubs to make it simpler for families to access a wide range of council services.
9. To support this process, all relevant contracts will specify the need for flexibility and commitment from providers throughout the contract period to support the

transition towards a Family Hub model. Within this, Providers are expected to work in partnership through a multi-agency approach across the local area to ensure children, young people and families receive a holistic and joined up offer of support to address need at the earliest possible opportunity.

10. Therefore, a new commissioning model is required which offers a more efficient and flexible approach to ensuring services can continue to meet the needs of children, young people and families.

Consultation

11. In line with the H&F priority of doing things with residents not to them, we consulted with young people and parents and carers to design what future provision should deliver.
12. This work builds on the existing consultation and engagement work undertaken through the Early Intervention Strategy, which was developed in partnership and extensively co-produced across the local area and through consultation with children and young people and third sector organisations through Young Hammersmith & Fulham Foundation. This provides a strong foundation from which to build this procurement approach.
13. In partnership with the Youth Council, a mentimeter was launched in July 2022 aimed at children, young people and their parents and carers to understand what they thought about the current offer of youth provision, how well the current offer reflects the challenges facing young people, what could be improved, what young people would like to see in the future. The mentimeter survey was shared with young people and families through the Youth Council, ParentsActive, SchoolZone newsletter and practitioners to ensure a wide range of responses. Feedback received suggested that most young people were unaware of what youth activities were already available to them, and that any future offer must be more diverse and inclusive, broadly promoted to improve uptake, and with a community focus.
14. Additionally, workshops were held with the Youth Council through their youth drop-in sessions, and with parents through the Parent/Carer Champion Network supported by ASE. Participants were asked what was working well with current provision, and what could be improved, as well as brainstorming ideas for future provision. Service specifications were developed in light of these sessions and were presented back to young people through a Youth Council youth drop-in session to reflect how feedback was used to inform service design. Young people responded that feedback was captured well in the proposals and was in line with how they would like services to look.
15. In addition, throughout the procurement process, we plan to work closely with the Youth Voice Coordinator to ensure young people are fully involved in service design.

16. Further, all tenderers must demonstrate how they will involve youth voice in continuous service evaluation and review. This will ensure youth voice forms a part of contract monitoring and KPI arrangements.

Contract Specifications Summary

Lot 1: Youth Provision

17. The Provider shall deliver year-round Universal services for all young people aged 11-18 (11-25 for young people with SEND) including group-based support to young people with targeted needs where additional support is required to prevent emerging problems from escalating. This shall be delivered through group sessions for young people aged 11-18 (11-25 for young people with SEND) which shall focus on the needs of identified young people, or on a particular outcome tailored to meet the needs of the young people referred or accessing the service.
18. The service shall include integrated Targeted 1:1 mentoring support for identified young people.
19. In addition, the Provider shall deliver distinct, high level, Specialist support for young people with SEND who are unable to participate in Universal provision due to the complexity of their disability.
20. Provision shall be universally accessible for all young people, inclusive of, care experienced young people, young carers and young people with special educational needs and disability (SEND). Provision shall be available across the whole borough with flexibility to address locally emerging needs and hotspot areas across the lifetime of the contract, as well as evolving in line with the future direction of the service.
21. Youth provision shall be delivered through a graduated approach from Universal to Specialist support, ensuring provision is accessible and inclusive.
22. The recommended length of this contract is 3 years with an optional extension period of 1 year + 1 year. The contract will include a 12-month break clause. The total budget envelope for the duration of the contract is £1,880,000, with an annual budget of £376,000
23. Tenders are invited to tender through a consortium approach or through a sub-contracting approach, demonstrating all aspects of the specification can be satisfied through the chosen arrangement. This contract will be procured through an open, competitive tender process using the Council's e-tendering system.

Lot 2: Volunteer Family Support

24. The Provider shall deliver a service that offers bespoke packages of support, delivered through a network of volunteers, to families in crisis or in need. Support shall be delivered through a holistic approach. Support shall include practical resources and support, befriending and hosting.
25. The Provider shall deliver support in borough to offer community-based solutions and shall be available throughout the week including weekends, evenings and holiday periods.
26. The recommended length of this contract is 3 years with an optional extension period of 1 year + 1 year. The contract will include a 12-month break clause. The total budget envelope for the duration of the contract is £437,500, with an annual budget of £87,500.
27. This contract will be procured through an open, competitive tender process via using the Council's e-tendering system and awarded to a sole provider.

Lot 3: Virtual Reality Software

28. The service shall provide virtual reality training materials, training and support services for practitioners and professionals. Materials shall include licensing for a library of training materials for practitioners and professionals working with children, young people and families. Licensing should be able to be installed on existing hardware owned by the Local Authority.
29. Training material should be interactive, including an element of decision making, and provide teaching materials to support delivery of training. Training materials shall focus on the effect of the following on children, including, but not limited to
 - Childhood trauma
 - Neglect
 - Domestic abuse
 - Drug and alcohol abuse
 - Parental and child mental health
 - Extra-familial harm such as criminality, youth crime, gang involvement
 - Child sexual exploitation
 - Peer on peer abuse
30. In addition, the Provider is asked to offer the number of headsets that may be made available per year within the total remaining budget at tender stage, to be agreed with the Head of Service during the mobilisation period.
31. Virtual Reality headsets shall be used to train a wide range of practitioners and other professionals who interact with and have responsibility for children in trauma awareness and therapeutic parenting/caring techniques to deliver an enhanced understanding of the impact of adverse childhood experiences.

32. The Provider shall deliver training days for practitioners to certify the use of equipment, including refresher training for new content as this develops, as well as offering technical support and IT support to service equipment.
33. The recommended length of this contract is 3 years with an optional extension period of 1 year + 1 year. The contract will include a 12-month break clause. The total budget envelope for the duration of the contract is £112,500, with an annual budget of £22,500.
34. This contract will be procured through an open, competitive tender process via using the Council's e-tendering system and awarded to a sole provider.

Lot 4: Child and Family Support

35. Provision shall embody H&F's over-arching early intervention approach by working together to support all children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary.
36. The Provider shall deliver a comprehensive Child and Family Centre service offer across the 0-5 age range which effectively supports children and their families across the Central region (Ravenscourt, Wendell Park, Grove, Addison, Brook Green, Hammersmith Broadway and Avonmore). The provider shall deliver high quality, inclusive, early learning sessions, delivered through an integrated model with multi-agency partners to provide providing information and activities for all families.
37. In addition, the Provider shall deliver focused, evidenced based parenting and family support programmes for families with Targeted (Level 2) needs across the borough. The programmes shall be provided on a group basis with the aim of building families strength, resilience, and capacity, enhancing the parenting ability of parents or carers, to increase positive and nurturing parenting and to improve outcomes for children and young people.
38. The recommended length of this contract is 3 years with an optional extension period of 1 year + 1 year. The contract will include a 12-month break clause. The total budget envelope for the duration of the contract is £1,659,500, with an annual budget of £331,900.
39. Tenders are invited to tender as a single organisation or through a consortium approach or sub-contracting approach, demonstrating all aspects of the specification can be satisfied through the chosen arrangement. This contract will be procured through an open, competitive tender process using the Council's e-tendering system.

Procurement Route Analysis of Options

40. A search on the Crown Commercial Services for the supply of existing providers within the identified contracts confirms there is no existing framework locally from which to call-off contracts for these types of work.

41. Each Lot is considered individually on the merits of the available procurement routes.

Lot 1: Youth Provision

42. Due to the multiple elements of delivery outlined in the specification for this contract, it is considered that using a sole provider may not be able to adequately meet the specialism demanded across all components of the service.
43. To ensure that the provider is able to delivery all elements of the specification to a high standard, it is recommended that the tender be open to bidders through either a lead provider approach, who will have sub-contracting responsibilities to deliver the service within the budget envelope, or a partnership of multiple organisations formed to satisfy the requirements of the contract specification.
44. On this basis, it is recommended that the procurement approach follow point 1 of the competition requirements for high value 'supply and services' contracts as stated in the Contract Standing Orders:

'Procedure selected in accordance with the Regulations as approved through the Procurement Strategy.'

45. It is recommended that this Lot be an open tender opportunity with minimum requirements where providers will be excluded if they are unable to evidence that these can be met.

Lot 2: Volunteer Family Support

46. This contract specifies delivery of bespoke packages of support delivered through a network of volunteers, coordinated by a sole provider. As such, it is recommended that the procurement approach follow point 1 of the competition requirements for high value 'supply and services' contracts as stated in the Contract Standing Orders:

'Procedure selected in accordance with the Regulations as approved through the Procurement Strategy.'

47. It is recommended that this Lot be an open tender opportunity with minimum requirements where provided will be excluded if they are unable to evidence that these can be met.

Lot 3: Virtual Reality Software

48. Due to the specialist nature of this contract in providing Virtual Reality hardware, trauma-informed training software and train the trainer training, it is

recommended that the procurement approach follow point 1 of the competition requirements for high value 'supply and services' contracts as stated in the Contract Standing Orders:

'Procedure selected in accordance with the Regulations as approved through the Procurement Strategy.'

49. It is recommended that this Lot be an open tender opportunity for a sole provider with minimum requirements where provided will be excluded if they are unable to evidence that these can be met.

Lot 4: Child and Family Support

50. This contract includes both universal 0-5 year old child and family support in the Central region, as well as a targeted element of parenting programmes for a wider family age range. To ensure all aspects of the service specification are satisfied, it is recommended that tenders be invited to tender as a single organisation or through a consortium approach or sub-contracting approach, demonstrating all aspects of the specification can be satisfied through the chosen arrangement and ensuring provider flexibility to meet the demands of the contract.

51. Therefore, it is recommended that this contract be procured through an open, competitive tender process and that the procurement approach follows point 1 of the competition requirements for high value 'supply and services' contracts as stated in the Contract Standing Orders:

'Procedure selected in accordance with the Regulations as approved through the Procurement Strategy.'

Market Analysis, Local Economy and Social Value

52. The procurement will be separated into multiple Lots, each with an anticipated total contract value of over £100,000 therefore requiring tenderers to apply social value to their submissions. Due to the specific demands of each specification, we are unlikely to receive bids offering the supply of services from a single organisation across multiple Lots as organisations providing these services will be operating in different sectors.
53. Throughout this procurement, it is our intention to contract with local voluntary and community sector organisations where Lots specify direct delivery. Specified within the largest Lots is the ability for a lead provider to sub-contract delivery of elements of the service within the budget envelope, or for multiple organisations to form a partnership to satisfy the requirements of the contract specification. This approach of enabling the contract to be broken down further will help to encourage participation from local SMEs and VCS organisations.
54. Providers are expected to deliver a minimum social value contribution of 10% of the annual contract cost for the duration of the contract period. The possible benefits deliverable to the local community through social value contributions will vary dependent on the nature of the contract.

55. Analysis of the proposed markets are detailed below in line with proposed Lots:
56. Lot 1: Youth Provision – The local youth services market is mature and well developed with multiple providers delivering provision locally. This market is well engaged through the Young Hammersmith & Fulham Foundation. Within this market, the capacity for mentoring provision in borough is strong. Specialist youth provision is a less developed market, however there are strong organisations locally who are able to deliver this function.
57. Lot 2: Volunteer Family Support – There are some organisations offering this type of supportive function for families delivered through a small selection of providers. It is assessed that there is sufficient local supply to satisfy the competition requirements.
58. Lot 3: Virtual Reality Software – There is a small market of providers offering this function, of whom Hammersmith & Fulham have a previous contracting relationship with more than one provider of this function. Therefore, it is assessed that there is sufficient supply to satisfy the competition requirements. Additionally, a wider market lens and competition pool can be adopted for this Lot due to the nature of the contract which is to provide equipment and training at practitioner level rather than direct delivery for residents.
59. Lot 4: Child and Family Support – This market is limited. Children’s centre provision in the identified central region is limited due to requirement for organisations to have their own premises, or access to premises, for delivery prior to award of the contract. The market for delivery of parenting programmes is more expansive and is credited by the available options for tenderers to enter into subcontracting or partnership arrangements as well as tendering as a sole provider.

Risk Assessment and Proposed Mitigations

60. The below table outlines possible risks and proposed mitigations:

| Risk | Mitigation |
|--|--|
| Low tender responses due to demands of specification and efficiencies made | Advance mitigating action taken through hosting a provider forum to encourage market uptake. Should risk materialise, we will work to revise the tender in response to feedback. |
| Complexity of proposed approach including multiple Lots and possible tendering approaches resulting in possible delay to award | Legal and procurement advice to be sought throughout live tendering period |

Timetable

61. The below outlines an estimated timetable of the competition process through to contact commencing.

| | |
|---|-------------------------|
| Key Decision Entry | 08/08/2022 |
| Contracts Assurance Board | 05/10/2022 |
| Cabinet Member Sign off | 06/10/2022 |
| Call in period | 06/10/2022 – 14/10/2022 |
| Find a Tender Service Notice | 17/10/2022 |
| Publish Tender | 18/10/2022 |
| Closing date for clarifications | 04/11/2022 |
| Closing date for submissions | 18/11/2022 |
| Evaluation of Tenders | 21/11/2022 – 02/12/2022 |
| Moderation of Tenders | 05/12/2022 – 09/12/2022 |
| Key Decision Entry (Award) | 17/10/2022 |
| CAB (Award) | 11/01/2023 |
| Cabinet Member (Award) | 16/01/2023 |
| Key Decision Call In | 16/01/2023 – 24/01/2023 |
| Find a Tender Service Contract Award Notice | 06/02/2023 |
| Contract engrossment | 06/02/2023 – 31/03/2023 |
| Contract mobilisation and implementation | 06/02/2023 – 31/03/2023 |
| Contract Commencement date | 01/04/2023 |

Selection and Award Criteria

62. For all lots, it is proposed that the award threshold will be set at 60% quality and 40% price with a series of robust minimum standards applied to ensure eligibility and suitability of tendering organisations. This ratio is recommended to ensure an adequate balance between high quality service delivery whilst remaining ruthlessly financially efficient.
63. Due to the nature of the contracts and intention to contract with local voluntary and community sector organisations, social value will be evaluated manually by officers offline using the social value matrix national TOMs 2021 tool. The tenderer delivering the highest total % social value contribution within the questionnaire will be awarded full marks, with scoring allocated proportionately thereafter. Tenderers will also be asked to provide a social value method statement which will be evaluated and moderated against the standard scoring scale.
64. Proposed weightings for the qualitative envelope are as follows:

Lot 1 - Youth Provision

| Qualification Envelope Assessment | Yes/No |
|--|---|
| Minimum requirements: <ul style="list-style-type: none"> • Insurance levels • Turnover • Health and safety compliance | Yes/No <i>Selection of 'No' for any responses to</i> |

| | |
|---|--|
| <ul style="list-style-type: none"> • Experience and technical capacity (including safeguarding and GDPR/systems for controlling and processing data) • Sign up to climate change charter • London Living Wage • Modern Slavery Act 2015 | <i>this section will lead to the provider being disqualified from the tender process</i> |
|---|--|

| Evaluation | (%) |
|--|--------------|
| Service Delivery | 12% |
| Outreach | 12% |
| Mentoring | 12% |
| A Person-Centred Specialist Service | 12% |
| Staffing | 8% |
| Quality Assurance | 8% |
| Partnership Working | 7% |
| Mobilisation Plan | 7% |
| Youth Engagement | 5.3% |
| Social Value | 16.7% |

Lot 2 – Volunteer Family Support

| Qualification Envelope Assessment | Yes/No |
|---|---|
| Minimum requirements: <ul style="list-style-type: none"> • Insurance levels • Turnover • Health and safety compliance • Experience and technical capacity (including safeguarding and GDPR/systems for controlling and processing data) • Sign up to climate change charter • London Living Wage • Modern Slavery Act 2015 | Yes/No <i>Selection of 'No' for any responses to this section will lead to the provider being disqualified from the tender process</i> |

| Evaluation | (%) |
|----------------------------|--------------|
| Service Delivery | 19% |
| Staffing | 18% |
| Quality Assurance | 18% |
| Partnership Working | 10% |
| Mobilisation Plan | 5% |
| User Engagement | 8.3% |
| Safeguarding | 5% |
| Social Value | 16.7% |

Lot 3 – Virtual Reality Software

| Qualification Envelope Assessment | Yes/No |
|--|---|
| Minimum requirements: <ul style="list-style-type: none"> • Insurance levels • Turnover • Health and safety compliance • Sign up to climate change charter • London Living Wage • Modern Slavery Act 2015 | Yes/No <i>Selection of 'No' for any responses to this section will lead to the provider being disqualified from the tender process</i> |

| Evaluation | (%) |
|--------------------------|--------------|
| Service Delivery | 33.4% |
| Quality Assurance | 33.3% |
| Mobilisation | 33.3% |

Lot 4 – Child and Family Support

| Qualification Envelope Assessment | Yes/No |
|---|---|
| Minimum requirements: <ul style="list-style-type: none"> • Insurance levels • Turnover • Health and safety compliance • Experience and technical capacity (including safeguarding and GDPR/systems for controlling and processing data) • Sign up to climate change charter • London Living Wage • Modern Slavery Act 2015 | Yes/No <i>Selection of 'No' for any responses to this section will lead to the provider being disqualified from the tender process</i> |

| Evaluation | (%) |
|----------------------------|-------------|
| Service Delivery | 17% |
| Outreach | 9% |
| Staffing | 17% |
| Quality Assurance | 17% |
| Partnership Working | 5% |
| Mobilisation Plan | 10% |
| User Engagement | 8.3% |

| | |
|---------------------|--------------|
| Social Value | 16.7% |
|---------------------|--------------|

Contract Management

65. The contract management arrangements for all Lots will be led by the Children's Commissioning department in collaboration with the relevant Services based on monitoring and measuring the key deliverables set out within the service specifications. Quarterly monitoring meetings will be held jointly with Service Leads to monitor performance and to enable feedback of any issues.
66. Updates will be added to the council's contract monitoring tracking regularly as per the contract standing orders.
67. Officers will work with the Provider to co-produce the delivery plan to achieve their social value commitments following award. Monitoring of this deliver plan will form part of the contract management process.

Equality Implications

68. There are no anticipated equalities issues. An Equality Impact Assessment has been completed in August 2022 and has been kept under review. This can be found at Appendix 1.

Risk Management Implications

69. The report recommends approval of a procurement strategy for contracts which will maximise outcomes for children, young people and families across the Early Intervention portfolio. Carrying out a competitive process is in line with the objective of being ruthlessly financially efficient. The report identifies risks related to the procurement and appropriate actions to mitigate these risks.
70. The proposed approach and design of the Lots will facilitate a more coordinated, inclusive service offer for children, young people and families in line with user demand. It will also support a more collaborative approach across our voluntary and community sector, while eliminating duplication and delivering necessary efficiency savings. This approach supports the objective of creating a compassionate council.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 13 September 2022

Climate and Ecological Emergency Implications

71. There are no anticipated Climate and Ecological implications. The programme aims to improve co-location of services and integrated delivery, in line with the

aim to progress towards a Family Hub model. The project team will liaise closely with the Climate Unit throughout this development.

Hinesh Mehta, Head of Climate and Ecology, 15/09/2022

Local Economy and Social Value Implications

72. The Social Value Policy was approved by Cabinet on 11th May 2020 and effective from 15th May 2020. Social Value should form part of the award criteria of contract awards of over £100,000 and should make up a minimum of 10% of the overall score (which equates to 16.7% of the quality score as per paragraph 56). As per paragraph 58, it is recommended that the social value score be split 50/50 between the quantitative submission (the TOMs matrix) and the qualitative submission (the method statements).
73. Social value key performance indicators (KPIs) should be included in the contract terms. To be considered, bids must include a proxy social value amount that is a minimum of 10% of the price quoted in the bid.
74. Lot 1: Youth Provision is for an initial three-year contract totalling £1,880,000, Lot 2: Volunteer Family Support for an initial contract value of £262,500 and Lot 4: Child and Family Support for an initial contract value of £995,700. Therefore, the social value conditions in paragraph 65 apply. Should these contracts be extended by one or two years, then additional social value contributions of at least 10% of the contract extension value should be required.
75. Lot 3: Virtual Reality Software is for an initial three-year contract value of £67,500. Therefore, Social Value does not apply. However, should this contract be extended by two years as allowed in this envelope, then social value contributions of at least 10% of the total contract value of £112,500 should be required.
76. It is recommended that the project lead for each contract works closely with LBHF's Social Value Officer and the contractor to agree a delivery plan soon after the award and, as per paragraph 57, to monitor social value delivery.
77. It is recommended that the commissioner works closely with Legal Services to ensure appropriate social value clauses are included in the contract, so that the council can enforce its right to compensation if social value commitments are not delivered.

Paul Clarke, Economic Development Officer, 16 September 2022

LIST OF APPENDICES

Appendix 1 – Equalities Impact Assessment