

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet Member's Decision

Date: 11/01/2023

Subject: Early Intervention Procurement Award Report

Report of: Cllr Alexandra Sanderson, Cabinet Member for Children and Education

Report author: Alistair Ayres, Head of Programmes

Responsible Director: Jacqui McShannon, Director Children's Services

SUMMARY

This report seeks approval for the award of the following contracts:

- Youth Provision
- Volunteer Family Support
- Virtual Reality Software
- Child and Family Support

This award follows an open tender procurement exercise run for all contract Lots between the period 18th October 2022 – 18th November 2022.

RECOMMENDATIONS

1. To note that Appendix 1 is exempt under paragraph 3 of Schedule 12A of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person including the authority holding that information.
2. To Approve the award for the Youth Provision contract to Let Me Play, who will be additionally subcontracting to Action on Disability, Active Successful Engagement and Harrow Club, for the period 1st April 2023 – 31st March 2026, for the sum of £1,124,794. An optional extension for a further 2 years to 31st March 2028 is included, bringing the total contract value to £1,874,590.
3. To approve the award for the Volunteer Family Support contract to Safe Families for Children for the period 1st April 2023 – 31st March 2026, for the sum of £262,500. An optional extension for a further 2 years to 31st March 2028 is included, bringing the total contract value to £437,500.
4. To approve the award for the Virtual Reality Software contract to Round Midnight Ltd for the period 1st April 2023 – 31st March 2026, for the sum of £53,500. An optional extension for a further 2 years to 31st March 2028 is included, bringing the total contract value to £88,500.

5. To approve the award for the Child and Family Support contract to Urban Partnership Group for the period 1st April 2023 – 31st March 2026, for the sum of £995,700. An optional extension for a further 2 years to 31st March 2028 is included, bringing the total contract value to £1,659,500.

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.

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

Lot	Contracted Supplier	Per Year / Annum			Over Contract's Lifetime (5 Years)		
		Budget	Cost	Saving	Budget	Cost	Saving
Lot 1 Youth Provision	Let Me Play <i>and sub-contractors</i>	£376,000	£374,918	£1,082	£1,880,000	£1,874,590	£5,410
Lot 2 Volunteer Family Support	Safe Families For Children	£87,500	£87,500	£0	£437,500	£437,500	£0
Lot 3 Virtual Reality Software	Round Midnight Ltd	£22,500	£17,700	£4,800	£112,500	£88,500	£24,000
Lot 4 Child and Family Support	Urban Partnership Group	£331,900	£331,900	£0	£1,659,500	£1,659,500	£0
Total Value		£817,900	£812,018	£5,882	£4,089,500	£4,060,090	£29,410

Financial implications by Daphne Tagoe-Borllons, Senior Accountant (Children's Services), 12th December 2022.

Reviewed by Tony Burton, Head of Finance Children's Services and Education, 15th December 2022

Verified by: Sukvinder Kalsi, Director of Finance s151 Officer, 21st December 2022

Legal Implications

The Council has the power to award these contracts to enable it to fulfil its duties under a range of statutory provisions.

The Children Act 1989 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 meaning of children in need is defined in s17 of the Act.

The Council has duties under Schedule 2 and Part III of the 1989 Act 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.

The Council has duties under sections 39 and 40 of the Crime and Disorder Act 1998 and paragraph 7(b) of Schedule 2 of the 1989 Act to take reasonable steps designed to encourage children and young persons not to commit offences.

The Council has a duty under Schedule 2 of the Special Education Needs and Disability Regulations 2014 to publish how it will support those with special educational needs.

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.

The contracts for Lots 1 and 4 are public services contracts for the purposes of the Public Contracts Regulations 2015 and are subject to the requirements relating to advertising and competition set out in the regulations. The procedure followed of an open tender complies with these rules.

Lots 1, 2 and 4 are high value contracts under the Council's Contract Standing Orders and Lot 3 is a medium value contract. The competition which has been undertaken is in accordance with the requirements of the relevant standing orders.

The award of these contracts is a key decision and needs to be placed on the key decision list on the Council's website.

John Sharland, Senior solicitor (Contracts and procurement)
Dated 9 December 2022

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Proposals and Analysis of Options

Lot 1 - Youth Provision

1. Officers have undertaken an open tender procurement exercise for this contract from 18th October 2022 – 18th November 2022 via the capitalEsourcing portal. Tender responses have been evaluated and moderated by a selected panel, including young people who supported to evaluate and moderate a specific question relating to youth voice.
2. Following evaluation and moderation, it is recommended that Let Me Play be appointed the contract for the stated duration, who will be additionally subcontracting to Action on Disability, Active Successful Engagement and Harrow Club.
3. The budget for this service over the total 5-year period was £1,880,000 (£376,000 p/a). The tendered amount from Let Me Play of £1,874,590 represents a total cost saving against budget of £5,410 (£1,082 p/a).

Lot 2 - Volunteer Family Support

4. Officers have undertaken an open tender procurement exercise for this contract from 18th October 2022 – 18th November 2022 via the capitalEsourcing portal. Tender responses have been evaluated and moderated by a selected panel.
5. Following evaluation and moderation, it is recommended that Safe Families for Children be appointed the contract for the stated duration.
6. The budget for this service over the total 5-year period was £437,500 (£87,500 p/a). The tendered amount from Safe Families for Children matches the total available budget envelope.

Lot 3 - Virtual Reality Software

7. Officers have undertaken an open tender procurement exercise for this contract from 18th October 2022 – 18th November 2022 via the capitalEsourcing portal. Tender responses have been evaluated and moderated by a selected panel, including young people who supported to evaluate and moderate a specific question relating to youth voice.
8. Following evaluation and moderation, it is recommended that Round Midnight Ltd be appointed the contract for the stated duration.

9. The budget for this service over the total 5-year period was £112,500 (£22,500 p/a). The tendered amount from Round Midnight Ltd of £88,500 represents a total cost saving against budget of £24,000 (£4,800 p/a).

Lot 4 - Child and Family Support

10. Officers have undertaken an open tender procurement exercise for this contract from 18th October 2022 – 18th November 2022 via the capitalEsourcing portal. Tender responses have been evaluated and moderated by a selected panel, including young people who supported to evaluate and moderate a specific question relating to youth voice.
11. Following evaluation and moderation, it is recommended that Urban Partnership Group be appointed the contract for the stated duration.
12. The budget for this service over the total 5-year period was £1,659,500 (£331,900 p/a). The tendered amount from Urban Partnership Group matches the total available budget envelope.

Reasons for Decision

13. 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.
14. Many of the current contracts within this budget had not been competitively tendered since the establishment of the Family Support Service Framework alongside the Family Support Service Local Authority Trading Company. As a result, we are unable to demonstrate efficient and effective delivery across many of the current contract.
15. An open procurement for these services has allowed the Council to stipulate the requirements for the new services as co-produced with residents and young people, whilst achieving value for money via a competitive tender process within an established pool of providers across all Lots.
16. All Lots were evaluated against a criterion of 60% quality and 40% price. An assessment of Social Value was also considered as part of Lot 1, Youth Provision, Lot 2, Volunteer Family Support, and Lot 4, Child and Family Support. Within each Lot, Social Value formed 16.7% of the quality evaluation, representing 10% of the total evaluation.
17. The social value commitments for Lot 1 Youth Provision total £908,811.74 (80.81%) in proxy value. In addition to the core specification, the supplier has committed to: employ 9 FTE local people, 1 FTE who is long term unemployed, 1.5 FTE who are NEET, 0.5 FTE ex-offender, 0.75 FTE disabled employee and 1.25 FTE mothers returning to work; provide 70 hours of career mentoring support; 123 hours on local school and college visits; deliver 100 weeks of training opportunities; provide 72 weeks of paid internships; 360 hours dedicated to support young people into work; provide 100 weeks of unpaid

meaningful work placements; deliver 6 hours of expert business advice to VCSEs and SMEs; provide 210 hours of staff volunteering to support VCSEs; spend £20,000 in local supply chain through the contract; spend £30,000 with local MSMEs; invest £7,000 including staff time in initiatives to engage people in health initiatives; contribute £5,000 value in donations or in-kind contributions to local community projects; provide 74 volunteering hours to support local community projects; provide 438 hours of EDI training for staff; invest £12,402 including staff time in initiatives aimed at reducing crime.

18. The social value commitments for Lot 2 Volunteer Family Support total £51,474.94 (19.61%) in proxy value. In addition to the core specification, the supplier has committed to: employ 0.6 FTE local people; invest £10,114.80 including staff time in initiatives to engage people in health initiatives; provide 12 hours of EDI training for staff; invest £2,922 including staff time in initiatives aimed at reducing crime; save 1,900 car miles as a result of green transport; invest £13,839.84 including staff time in innovative measures to enable healthier safer and more resilient communities.
19. The social value commitments for Lot 4 Child and Family Support total £166,774.07 (16.75%) in proxy value. In addition to the core specification, the supplier has committed to: employ 4 FTE local people; provide 16 hours of career mentoring; 12 hours on local school and college visits; 3 hours dedicated to support young people into work; provide 6 weeks of paid internships; invest £6,142.50 including staff time in initiatives to engage people in health initiatives; save 16.36 tonnes of CO2 emissions through de-carbonisation.
20. Following a competitive procedure to identify the most economically advantageous supplier, it is recommended that:
 - The Youth Provision contract be awarded to Let Me Play
 - The Volunteer Family Support contract be awarded to Safe Families for Children
 - The Virtual Reality Software contract be awarded to Round Midnight Ltd
 - The Child and Family Support contract be awarded to Urban Partnership Group

Further detailed information can be found in Exempt Appendix 1.

Timetable for Implementation

Lot 1 - Youth Provision

21. The following indicative timetable details the proposed implementation plan for the transfer and set up of the service to Let Me Play as the new provider. The plan and timescales will be confirmed with the provider once the standstill period ends and the contract is awarded.

Action	Deadline
Standstill letter dispatched by LA	26 th January –

Project mobilisation team established Information sharing agreement in place with Council Post Award Meeting with Council	15 th February 2023
Partnership Board meetings established Youth Charter Declaration signed	6 th February – 3 rd March 2023
Activity Needs Analysis (ANA) Mapping of activities Referral process Evaluation framework	
Partner contracts and KPI's developed Standard Operating Model established (evaluation/ reporting/ payments/ safeguarding etc) Due Diligence updated (policies, Enhanced Adult & Child DBS checked etc) Standardisation training/CPD planned Quality Framework, KPI's, Monitoring, Reporting Risk Assessment Updated	
Referral partners and stakeholders informed	
Communication plan for partnership established Weekly Partnership Meetings	6 th March – 31 st March 2023
Mobilisation of planned services (bookings, venue checks) Events for the year timetabled. Stakeholder meetings scheduled Disability access audits Booking processes	
Common specification job descriptions established. Annual training plan published (GDPR, Safeguarding, SEND) Annual inspection plan Health & safety visits scheduled (first aid boxes, fire safety, insurance all checked)	
Wider network communication Advertising of offer Communication plan developed - website updated, service users/parents informed.	
Monthly newsletter launched. First term time and holiday activity provisions	1 st April – 28 th April 2023
Quarterly Partnership Board meetings Quarterly Monitoring Meeting with the Council Quarterly Youth Voice Evaluation & Review	June 2023
Annual Impact Report Published <i>includes Social Value Delivery Plan</i>	March 2024

Lot 2 – Volunteer Family Support

22. As the incumbent provider, Safe Families for Children will be able to deliver a mobilisation plan with immediate effect.
23. After award, a number of re-embedding activities will take place. A meeting will be held between the provider and relevant parties to discuss key aspects of the contract, casework, and the promotion of services amongst key stakeholders. This will enable the sending of any additional service information to relevant

stakeholders and any engagement opportunities. Additionally, the provider will adapt their case management system and KPI reporting to the timescales detailed in the specification.

Lot 3 – Virtual Reality Software

24. The following indicative timetable details the proposed delivery plan by Round Midnight Ltd as the new provider against key milestones within the first year of the contract.
25. A detailed plan for the transfer and set up of the service and timescales during initial mobilisation will be confirmed with the provider once the standstill period ends and the contract is awarded. The Head of Early Help is confident that Round Midnight Ltd will be able to deliver the contract by the commencement date having previously worked with them on the Transition and Resilience Project.

Action	Deadline
Standstill letter dispatched by LA	26 th January 2023
Round Midnight Ltd (RM) will liaise with LBH&F to establish the cohorts of practitioners and professionals that will undergo Virtual_Decisions training.	April 2023
Arrange training dates.	April 2023
Deliver training to practitioners and professionals. Handover all materials.	May 2023
Discuss evaluation strategy - RM will evaluate the programme to ensure Virtual_Decisions is being used correctly and to its full potential. RM will work with the practitioners and professionals to collect both quantitative and qualitative data.	May 2023
Health checks will be implemented during first facilitated sessions. Feedback from participants and deliverers will be collated.	June 2023
RM will have consistent contact with practitioners and professionals to ensure they are fully equipped with everything they require, including technical support.	July – September 2023
Additional training when needed	July – September 2023
Mid-year performance review with practitioners and professionals to collect feedback; assess the success of the programme so far; share good practices; ensure that RM is adhering to the needs of the trainees and look forward to the next 6 months to see how the planned use of the programme will be implemented, with the trainers informing RM of any additional support that they require.	September 2023
RM will have consistent contact with practitioners and professionals to ensure they are fully equipped with everything they require, including technical support.	October – December 2023
Health checks with all practitioners and professionals and will then collate feedback from participants and trainers.	December 2023
RM will have consistent contact with practitioners and	January –

professionals to ensure they are fully equipped with everything they require, including technical support.	March 2024
End of year evaluation to collect feedback; assess the success of the programme; share good practices, and evaluate how objectives and KPIs set at the beginning of the programme were met, and establish how/if any of the objectives have evolved as we move into year two of the programme.	March 2024

Lot 4 – Child and Family Support

26. As the incumbent provider, Urban Partnership Group will be able to deliver a mobilisation plan with immediate effect.
27. After award, a number of re-embedding activities will take place. A meeting will be held between the provider and relevant parties to discuss key aspects of the contract, the risk of possible redundancies as raised by the provider, allocation of and responsibility for asset costs as raised by the provider, casework, and the promotion of services amongst key stakeholders. This will enable the sending of any additional service information to relevant stakeholders and any engagement opportunities. Additionally, the provider will adapt their case management system and KPI reporting to the timescales detailed in the specification

Equality Implications

28. There are no anticipated negative impacts on groups with protected characteristics under the Equalities Act 2010.
29. There is a risk that the reduced budget available for this tender could lead to a negative impact on someone with a protected characteristic. We believe the approach set out in the procurement strategy provides the best opportunity to maximise the skills of our providers to better serve all children and young people, drawing on specialisms and encouraging collaboration to deliver a graduated offer. This option maximises the resources available and the breadth that can be achieved by providers working in partnership.

Risk Management Implications

30. The report recommends, following an open competitive process, the award of contracts for services to provide support to children, young people and families. This is in line with the objective of being ruthlessly financially efficient. The report identifies a number of risks associated with funding and the supplier market for such services, with appropriate mitigations identified.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 15 December 2022

Climate and Ecological Emergency Implications

31. There are no significant anticipated Climate and Ecological implications. Travel within the services is minimal and local, and contracted services do not have responsibility for the maintenance and renewal of their sites' energy use. The programme aims to improve co-location of services and integrated delivery, in line with the aim to progress towards a Family Hub model, offering more energy efficient use of space.

Jim Cunningham, Climate Policy & Strategy Lead, 15 December 2022

Procurement implications

32. The results of the evaluation process have been verified against the e-tendering system on 13th December. After approval has been obtained, and the standstill letters have been dispatched and the standstill period has elapsed contracts will require execution and uploading of signed copies onto CapitalESourcing to activate the LBHF Contracts Register. A Contracts Finder Award Notice and FTS Contract Award Notice will also need to be published within 30 days of contract award.

Sarah Reardon, Procurement Lead, 13th December 2022

Local Economy and Social Value

33. It is a requirement that all contracts let by the council with a value above £100,000 provide social value commitments that are additional to the core services required under the contract. These commitments must amount to at least 10% in value of the price of the contract proposed. In addition, the evaluation of social value should account for a weighting of a minimum of 10% of the overall score.
34. The Social Value offers from each supplier for each lot were evaluated by the procuring team.
35. Let Me Play on Lot 1 committed contributions amounting to 41.9% based on the initial three years of the contract to which social value proposals apply. These contributions will be employing local residents on the contract including those facing barriers to finding sustained work, and food donations. The method statements for the remainder of the contributions listed in paragraph 17 did not have a satisfactory score and so are not considered. But the value of the satisfactorily explained delivery of contributions combines to be more than the minimum threshold of 10%.
36. Safe Families for Children on Lot 2 committed 19.2% of contributions with satisfactory method statements on the initial term of the contract. These amount to jobs for local residents working on the contract, health initiatives, reducing crime initiatives and training local volunteers to support families.
37. Lot 3 is for an initial £53,500 and so social value does not apply.
38. Urban Partnership Group on Lot 4 committed 16.7% of contributions with satisfactory method statements on the initial term of the contract. These

amount to jobs for local residents working on the contract, employment support to unemployed residents, work experience placements for students, health interventions and using solar panels.

39. It is recommended the project lead will work closely with the council's Social Value Officer and the contractor to agree on a delivery plan, soon after the award.
40. It is advised that the commissioner works with Legal 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, Social Value and Economic Development S106 Officer, 13th December 2022

Consultation

41. Following extensive consultation during the development of the procurement strategy and specifications, young people were directly involved in the evaluation and moderation of an identified question within Lot 1 Youth Provision.
42. Providers were asked to make and submit an accessible video outlining how they will involve the voice of young people in their service, which should be tailored to a panel of young people who would be evaluating and moderating this question.
43. To ensure the young people were able to participate fully, all young people took part in training on 17th November 2022. The content for this training was developed in collaboration with the Corporate Procurement Team and delivered jointly with members of youth council who had been briefed of the training material by the Youth Voice Coordinator. The evaluation and moderation by young people took place on 23rd November 2022.

LIST OF APPENDICES

Exempt Appendix 1