

Report to: Bram Kainth – Executive Director of Place

Date: 9/1/2026

Subject: Contract award for Training Providers for H&F Adult Learning & Skills service (HFALS)

Report author: David Ede, Senior Manager Contracts and Funding.

SUMMARY

The scope of the project is to subcontract learners in the Adult Skills Fund (ASF) funding stream in the areas of English, Maths, Business, Employability, Green Skills, Science Technology Engineering, Medicine, Digital and Creative Media (STEM3) and Health and Wellbeing. L1/L2/ L3 and L4 qualifications linked to employability, such as Health & Social Care and Care, and Hospitality and retail will be in scope.

H&F Adult Learning & Skills service (HFALS) understands that by subcontracting elements of its service to external providers it is enhancing the offer of provision available to its learners. The use of subcontractors enables the service to offer a more comprehensive service, working in more specialist and hard-to-reach areas, specifically in Green Skills and Science Technology, Engineering Maths, Medicine and Media (STEM3).

This will support the opening of the new Education City HFALS venue and link to the Upstream London Strategy with Imperial in the White City Innovation District (WCID).

RECOMMENDATIONS

1. That Appendices 1 and 2 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. To approve four contracts award for the provision of training services to the preferred suppliers for the contract award value included in Exempt Appendix 1.
 3. To approve the contract the contract duration of three years. The contract will commence February 2026 for one year with the option to extend a further two years.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	H&F and its partner Imperial College, London, have the Upstream London Strategy. One of the four priorities is “ Economic Growth for All ” – support residents into high quality training and employment with the skills they need for the 21 st century.
Creating a compassionate and inclusive council	This report presents the opportunity for HFALS to continue to collaborate with other providers to expand the learning opportunities available to residents. This will lead to HFALS delivering more qualification courses with more learners from the Adult Skills Fund (ASF) funding stream.
Doing things with local residents, not to them	The impact of the project will be significant on most stakeholders, but learners should not notice a major difference apart from HFALS operating from more venues. HFALS will have a higher profile locally cementing its work with The Economic Development team and other local learning organisations.
Being ruthlessly financially efficient	Overall, there will be rationalization of resources and a cost saving on delivery per learner. This will help to guarantee the future of HFALS in the eyes of the funding bodies (GLA/DFE).
Taking pride in H&F	<p>This project will support the H&F priorities of:</p> <p>“West Tech” H&F will be a global beacon for innovation and growth.</p> <p>“Encouraging Enterprise” – H&F to be the best borough in Europe for businesses to start up, survive and grow.</p> <p>“A great place to do business” – Improve town centres and commercial hubs to transform what they offer and to promote a vibrant arts, culture and leisure scene.</p>

Rising to the challenge of the climate and ecological emergency	There were an estimated 241,000 jobs in green priority sectors in London in 2023, with this figure forecast to reach 505,000 by 2030. Green spaces also play a key role in supporting green growth across London's economy – from parks through to the greening of buildings. More broadly, green roles will be needed in all businesses – from managing energy use through to marketing products and services. HFALS are keen to support delivery of ASF and Free Course For Jobs (FCFJ) courses that support progression into green occupations, particularly in retrofitting and green construction. HFALS are also interested in the delivery of skills that will support the transition to net-zero carbon across a range of industries where jobs are likely to change.
---	---

Financial Comments

It is proposed to award contracts to Preferred Suppliers detailed in Exempt Appendix 1 for the provision of a number of Adult Learning courses (in the areas of English, Maths, Business, Employability, Green Skills, Science Technology Engineering, Medicine, Digital and Creative Media (STEM3) and Health and Wellbeing). The total cost of the proposed contracts and funding sources are also detailed in Exempt Appendix 1.

Completed by: Will Stevens, Finance Manager Place, 1st December 2025
Verified by: James Newman, AD Finance, 10 December 2025

Legal Comments

The procurement has been carried out in compliance with the Procurement Act 2023 and the Council's Contract Standing Orders.

Joginder Singh Bola, Senior Solicitor (Contracts & Procurement), 28/11/2025

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The procurement falls within scope of the Procurement Act 2023, Procurement Regulations 2024 and the Council's Contracts Standing Orders as applicable. The services being procured have been identified as falling within the scope of "Adult and Further Education Services" (CPV code 8040000)
2. The procurement route used was the open procedure a single-stage process where interested suppliers can submit a tender for one or more lots. To participate in the tendering competition suppliers were required to meet specific "Conditions of Participation"
3. The following options and recommendations are made:

Option 1: Do Nothing – Not recommended

4. The aim is for HFALS to form effective collaborative working relationships with providers locally to ensure a range of excellent learning opportunities for local residents

Option 2: Deliver the services in-house (make/buy decision) – Not recommended

5. Due to the specialist nature of services, the Council does not have the appropriate resource or capacity available in-house to deliver these services.

Option 3: Procure using a compliant framework, Dynamic Purchasing System (DPS), or Dynamic Market – Not recommended.

6. This option was explored and there were no suitable framework agreements or DPS available.

Option 4 - Undertake a fully regulated competitive and compliant procurement process, advertised to the market - Recommended

7. This is the recommended option. A full regulated procurement process, advertised to the market would attract the widest competition and achieve the best value for money for the Council.
8. An Invitation to Tender (ITT) was published using the Capital E Sourcing portal and there were 21 responses. The ITT did not include a Commercial Envelope as the GLA specify that subcontractors must receive 80% of the value claimed by HFALS.
9. There were 4 themed Lots:
 - i. **Employability** - Digital Skills, Hospitality and Retail, Employability Skills to support learners into employment.
 - ii. **Construction** - Construction, Retrofit and Green Skills qualifications to support learners into employment.
 - iii. **Science Technology** – Creative Industries, Engineering Maths, Medicine and Media (STEM3) to support learners into employment.

- iv. **Health and Care** – Health and Social Care, and Care to support learners into employment.
- 10. There were no responses to Lot 3 Science Technology Creative Industries, Engineering Maths, Medicine and Media (STEM3) to support learners into employment.
- 11. The 21 organisations have been evaluated against their quality of delivery from the responses submitted to the Qualification Envelope and Technical Envelope weighted questions.
- 12. Tenders have been assessed thoroughly to ensure their quality of provision is good and that they are financially secure as the subcontracting organisation will be measured by the outsourced provider's achievement rates.

Market Analysis and Engagement

- 13. A Preliminary Market Engagement event took place on 16th July 2025 the event was attended by 22 people from 19 organisations. The feedback was very positive with most of the attendees saying they will be submitting a response once the Invitation to Tender is published.
- 14. Distortion of competition during market engagement activities was avoided through Publishing the opportunity to take part in market engagement activities on the Central Digital Platform (CDP), [Find A Tender Service \(FTS\)](#).

Conflict of Interest

- 15. All members of the project team and Evaluation Panel were required to complete and sign a Conflict of Interest and Confidentiality Undertaking Declaration. A completed and signed copy of this form was returned by all members of the Evaluation Panel, ahead of them reviewing potential Supplier responses.

Contract Management and Performance Monitoring

- 16. As part of our contract management process, a named contract manager will be provided by HFALS to manage the relationship with the sub-contractor to ensure the quality and scope of the delivery.
- 17. HFALS will undertake a programme of quality assurance during the term of the contract. This will include, but is not limited to:
 - Planned termly meetings and short – notice meetings if needed.
 - OTLA visits.
 - Interviews with staff and students will include confirmation of learners and eligibility for the funding.
 - Weekly attendance checks using electronic registers.
- 18. Provider meetings will be held at least termly to review the on-going performance, **achievements, and look at new opportunities. Meetings will be more**

frequent if issues for discussion occur following Observation of Teaching, Learning, and Assessment (OTLA) visits, review meetings or data return

Timetable

19. Please see below for an estimated timetable:

Activity	Date
Key Decision Entry (Award)	19 th December 2025 – 19 th January 2026
Contracts Assurance Board (Award)	10 th December 2025
SLT Sign-Off in consultation with Cabinet Member (Award)	22 nd December 2025
Contract Start Date	February 2026

Selection and Award Criteria

20. The Preferred Supplier has been identified and awarded in line with the award published criteria,
21. There were no price mechanisms
22. The results of the evaluation are documented in CapitalEsourcing, with the highest-ranking bids are contained in Appendix 1
23. Appendix 1 contains the scores and rankings for the remaining bidders.
24. Each qualification to be delivered has a different value to providers and each of the 4 providers will be offering different subjects. The proposal is to award the following three-year contracts based on the weighted Technical scores above:

Contract Specifications Summary

Providers will be required to recruit and on board their own learners.

See table below for a description of the services that was procured:

Contract	Contract Value	Description of Services
Preferred Supplier	See appendix 1	Lot 1 – Digital Skills Delivery of IT Qualifications to Support Learners into Employment. Lot 2 – Construction, Retrofit and Green Skills Qualifications to Support Learners into Employment. Lot 4 – Health and Care Health and Social Care and Care to Support Learners into Employment.

Reasons for Decision

25. The aim is to subcontract elements of HFALS Adult Skills Fund (ASF) GLA funding to providers listed in Appendix 1 in order to enhance the skills offer available to learners and to promote sustainable employment outcomes for local residents. The use of specialist subcontractors, offering high level qualifications in the skills above, will provide an excellent model of local skills partnerships that HFALS currently is unable to offer through direct delivery.

Equality Implications

26. An Equalities Impact Assessment has been carried out and attached in Appendix 4.

Risk Management Implications

27. There is a financial risk that external funding is reduced or ceased.
28. This risk should be reduced or ceased. It is recommended the situation regarding continuance of external funding is monitored, and alternative sources of funding be identified should the risk become high. If the risk is realised it is recommended that the project is stopped immediately, until such time that an alternative source of funding is located, and that LBH&F does not bear any costs. As such it is similarly vital that any engagement does not specify LBH&F as the payer.
29. There are operational risks with sub-contracting including:
- Poor achievement rates putting the reputation of the lead provider (HFALS) in jeopardy.
 - Not achieving funding targets and therefore risking reduction in future allocation.
 - Underestimating the costs of administering the contract.
 - Second level sub-contracting without approval.
 - Failing to complete contracts leaving learners on programme.
30. These risks must be reduced. It is recommended that providers deliver set qualification levels. In addition to ensure quality it is furthermore recommended HFALS will carry out lesson observations to assess the quality of the teaching and learning experience, this will include but is not limited to progress reviews and assessments as well the observation of classroom delivery. Subcontractor's delivery staff will be invited to HFALS Continual Professional Development (CPD) sessions to improve their teaching and learning practices.

Jules Binney, Risk and Assurance Manager, 1st December 2025

Procurement implications

31. The procurement was conducted in accordance with Contract Standing Order Section D – High Value Contract through a competitive procurement process.
32. The procurement process has been moderated and verified by the procurement team.

33. The Procurement and Commercial team have confirmed all Conflict of Interest and Confidentiality Undertaking Declarations have been completed
34. The contract must be added to the capitalEourcing eProcurement portal, to ensure it is published on the Council's Contract Register in line with the legislated transparency obligations, and all applicable legal notices must be published within their legislated deadlines.
35. In order to comply with our Transparency Duties. Officers, on completion of the necessary S75 documentation must create a project using the Council's capitalEourcing eProcurement portal and then create a contract entry (and upload a copy of the SLA).
36. A Contract Details Notice and Award Notice must be published to the Find a Tender Service (FTS), to satisfy the requirements of the Procurement Act 2023 (UKPGA 2023/54) for contracts equal to and over £30,000 (including VAT). This must be completed using the Council's capitalEourcing eProcurement portal.
37. A named contract manager must be allocated to the contract on the Council's capitalEourcing eProcurement portal.

Jacqueline Rutherford Category Specialist 26th November 2026

LOCAL ECONOMY AND SOCIAL VALUE

38. There is a growing need in H&F for people with skills in the subject areas listed above to support the Industrial Strategy. This is a growing area for development with some existing providers offering qualifications in the key areas and potential for start - up concerns to develop into teaching & learning subjects such as Green Skills.

Local Economy and Social/Added Value

39. In line with the Council's Added Value Policy and Sourcing Strategy, this procurement will dedicate 15% of the quality envelope weighting to Added Value.
40. Due to the nature of the procurement, only suppliers who win work over the £100k threshold will be liable to deliver against their added value offer.
41. On award of the contract(s), the commissioner will ensure that the Added Value commitment offered at tender stage is stated as a contractual output.
42. Our standard contracts include clauses which refer to penalties for non-delivery against social value commitments.
43. It is recommended the Social Value Officer and commissioner meet at each stage of this procurement to ensure that the Added Value received is aligned with the 3 categories within the Added Value strategy and the Added Value Matrix (Inclusive Economy, Happier and Kinder H&F, Responding to the Climate Emergency).
44. Social Value Portal will be used for evaluating the Added Value element of all tender submissions in compliance with the agreed corporate procurement approach. The commissioner will work closely with the Social Value Officer to

ensure commitments are reported regularly on the Social Value Portal by their suppliers.

Harry Buck, Social Value Officer (Procurement), 25th July 2025

Digital Services and Information Management Implications

45. There do not appear to be IT requirements arising from this contract award, should this not be the case Digital Services should be consulted and where relevant a service request should be raised to ensure compliance with IT requirements.
46. As with all contracts, the suppliers will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training. All contracts will need to include H&F's data protection and processing schedule. This is compliant with the UK Data Protection law.
47. The service will need to complete a Data Protection Impact Assessment, and the suppliers may be required to complete a (Cloud) Supplier Security Questionnaire via the Risk Ledger platform. Information Governance should be consulted on whether this is required.
48. Cyber Security: H&Fs approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use our H&F contract templates.
49. The service should engage with DS prior to enabling any generative AI functionality, to ensure compliance with corporate AI strategy, governance, security, and privacy requirements. The AI Governance Framework form must be completed for any enhancements to existing solutions, as well all new projects and contracts deploying AI capabilities. If colleagues are unsure as to whether a new function falls within the AI framework, they should discuss with DS.
50. Digital Accessibility: This is a legal requirement and must be considered from the start, covering the front- and back-end. Digital tools and services must be accessible to everyone – staff and the public. If a system has major accessibility issues, it should be treated as incomplete.

Implications completed by Cinar Altun, Strategy Lead – Digital Services, 10 December 2025

LIST OF APPENDICES

- Appendix 1 (Exempt) - Scores and Ranking
- Appendix 2 (Exempt) – Procurement Outcome and Moderated Assessment Scores
- Appendix 3 - Approved procurement Strategy report
- Appendix 4 - Equalities Impact Assessment (EIA)