

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** The Deputy Leader – Councillor Alex Sanderson

**Date:** 16/02/2026

**Subject:** Contract Award for the Delivery of a Carers Hub

**Report author:** Lydia Sabatini – Commissioning & Transformation Lead

**Responsible Director:** Jacqui McShannon – Executive Director of People’s Services

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## SUMMARY

This report seeks approval to award the contract for a Carers Hub to the Preferred Supplier for an initial period of 3 years with the option to extend for an additional 2 years starting 1<sup>st</sup> April 2026.

The Carers Hub will deliver a range of services to unpaid adult carers including advice, training and social opportunities as well as Carer Assessments, which are a statutory duty under the Care Act 2014.

The report provides an overview of the procurement, the approach to achieve the Most Advantageous Tender (MAT) and the post-procurement activities.

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## RECOMMENDATIONS

1. To note that Appendices 1 to 4 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that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 a contract award to the Preferred Supplier, identified in Appendix 1 (the “Preferred Supplier”) for the Contract Award Values included in Appendix 1 (the “Contract Award Values”).
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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&amp;F Values</b>
Building shared prosperity	Ensuring all carers are supported to live as well as they can and get what they need to continue to caring - to be healthy and active, make their own decisions and live as independently as possible.

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

Our Values	Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&F Values
Doing things with local residents, not to them	Maintaining high standards within our existing contracts and designing specifications based on our priorities that have been developed with residents. Coproduction with key stakeholders including carers was undertaken inform the service specification and evaluation criteria.
Creating a compassionate and inclusive council	This service directly advances our commitment to being a compassionate and inclusive council by improving how we recognise, value and support unpaid carers.
Being ruthlessly financially efficient	Supporting unpaid carers reduces avoidable demand, prevents cost escalation and supports a sustainable care system. This open tender procurement exercise was undertaken to ensure value for money across services through diverse options - i.e. didn't exclude potential providers.
Taking pride in H&F	This service will ensure that unpaid carers feel valued, supported, safe and part of a thriving community. The service shares our social values and will work in partnership with us and within local communities.
Rising to the challenge of the climate and ecological emergency	The provider has made climate and ecological commitments within their added value submission.

### Financial Impact

#### Director of Finance Comments

As detailed in the report, approval is recommended to award a contract for the provision of a Carers Hub for three years with an option to extend for a further two years to the Preferred Supplier. The proposed contract will commence on 1st April 2026.

The financial implications of the procurement strategy is included in the exempt Appendix two of the report. There is budgetary provision to partly meet this contract from the Adult Social Care Commissioning Third Sector Revenue Budget in 2026/27 and for each subsequent year, subject to the appropriate annual budget sign off.

There is an estimated annual budgetary shortfall as detailed in exempt Appendix two which will need to be managed through the contract monitor arrangements through

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

the volume of carer assessments and within the overall other ASC Commissioning contracts.

*Finance Comments by Prakash Daryanani, Head of Finance Adult Social Care & Public Health, 23 January 2026*

*Verified by James Newman, Director of Finance, 28 January 2026*

### **Legal Implications**

This procurement process was managed and undertaken in accordance with the Procurement Act 2023 (UKPGA 2023/54), and the Procurement Regulations 2024 (UKDSI 2024/9780348259728), as well as the requirements of the Council's Contract Standing Orders (CSOs).

*Joginder Singh Bola, Senior Solicitor (Contracts & Procurement), 16/01/2026*

### **Procurement Comments**

Based on the details provided in this report CSO Section D – High Value Contract £30,000 (including VAT) to Services Threshold or to Light Touch Threshold for Light Touch Contracts of the Council's CSOs has been complied with.

The Procurement Team have reviewed the moderated scores and assured the weighted scores are correct in line with the methodology published in the procurement suite for this procurement.

All Conflict of Interest and Confidentiality Undertaking Declarations have been completed, and these must be uploaded to the Council's capitalEsourcing eProcurement portal.

A Contract Details 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 capitalEsourcing eProcurement portal.

The contract must be added to the capitalEsourcing 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.

A named contract manager must be allocated to the contract on the Council's capitalEsourcing eProcurement portal.

*Jacqueline Rutherford Category Specialist, 20 January 2026*

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### **Background Papers Used in Preparing This Report**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report.

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

- [Decision - Procurement Strategy- Carers Hub Contract | London Borough of Hammersmith & Fulham](#)
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### DETAILED ANALYSIS

#### Executive Summary

1. Unpaid Carers are the backbone of adult social care. They provide the majority of care for people with health and social care needs, often more hours than paid services. Research consistently shows that the economic value of unpaid carers far exceeds formal social care budgets. It is therefore vital that we support carers effectively to ensure that they can continue caring safely, sustainably and with dignity.
2. This new contract will deliver a Carers Hub for unpaid carers in the borough. The Hub will be a 'one-stop shop' for carers to access the help and support they need including information and advice, emergency planning cards, training, support planning, social opportunities, Carers Assessments and reviews.
3. This new service will be responsive to carer needs and will deliver the services flexibly in line with demand. It will also partner with other organisations to provide training and social events and reach more carers in specific underrepresented groups.

#### Procurement Approach

4. The procurement process has been undertaken in accordance with the Procurement Strategy<sup>1</sup>, agreed on 28<sup>th</sup> October 2025 and Section D High Value Contracts of London Borough of Hammersmith and Fulham Council's (the "Council") Contract Standing Orders (CSOs), which defined the process to be followed.
5. The procurement opportunity was published on the Find a Tender Service (FTS) via the Councils procurement portal (capitalEsourcing), with the reference itt\_\_19184. The reference number for the published notices is tender (2025/S 000-015527 notice reference 2025-041980).
6. Tenderers were given from 17<sup>th</sup> November 2025 to 17<sup>th</sup> December 2025 to submit tenders. Four tenders were received by the closing date. Tenderers were required to submit three envelopes, these being Qualification, Technical and Commercial.

#### ***Qualification envelope***

7. Only if a tender passed all elements of the Qualification envelope would the corresponding Technical and Commercial envelopes be evaluated.

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<sup>1</sup> [Decision - Procurement Strategy- Carers Hub Contract | London Borough of Hammersmith & Fulham](#)

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

8. The Qualification envelope required a tenderer to provide information about the organisation and be awarded a pass mark for the following sections:
- Grounds for Mandatory Exclusion
  - Grounds for Discretionary Exclusion
  - Legal and Financial Capacity
  - Technical and Professional Ability
  - Insurance
  - Relevant experience
  - Health & Safety
  - London Living Wage
  - Climate Change
  - Dementia Friendly
  - Confidentiality and Anti-Collusion

9. Regarding the Economic and Financial Standing test, officers have verified, using Creditsafe and submitted accounts, that the Preferred Supplier does satisfy this test.

### ***Technical envelope***

10. The Technical envelope required Tenderers to submit method statements for evaluation and submit details of the Added Value measure they will provide using the Social Value Portal.
11. The method statement areas for the technical response were:
- Service Delivery
  - Mobilisation
  - Quality
  - Safeguarding
  - Added Value
12. Each method statement was individually evaluated by officers using a scoring matrix of 0 to 5 with the following ratings:
- 0 – unacceptable (fail)
  - 1 - poor (fail)
  - 2 – fair
  - 3 – satisfactory
  - 4 – good
  - 5 – excellent
13. The quality and price weightings applicable to this procurement process are set out below, and were identified as being appropriate, to a model designed to drive a greater influence over the quality (including added value) of the contract, during the contract term.

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

Criteria	Weighting	
<b>Quality, including Added Value (60%)</b>	<b>Quality</b>	<b>Added Value</b>
	48%	12%
<b>Price (40%)</b>	40%	
<b>Total (100%)</b>	<b>100%</b>	

14. Any Potential Supplier must achieve at least 60% of the overall Technical (Quality) Envelope Weighting, to be compliant, e.g., where the overall weighting allocated to the Technical (Quality) Envelope is 60%, the Potential Supplier must score at least 36% to be compliant.

### **Commercial Envelope**

15. The Commercial envelope required tenderers to submit costs for the annual contract price and the cost of individual supplementary carers assessments.

### **Conflicts of Interest**

16. All officers and decision makers completed a Conflict of Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate) on the Conflicts Assessment.
17. Approval of this Contract Award by the Strategic Leadership Team (SLT) member and elected member (as applicable) constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.
18. All members of the 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.

### **Procurement Outcome**

19. Following assessment and moderation, final weighted scores were confirmed. The breakdown of moderated scores against all assessment criteria is included in Appendix 3.
20. The Preferred Supplier's procurement response has been objectively assessed as providing the Most Advantageous Tender (MAT) in providing this requirement.

### **People Based Considerations**

21. The Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) is applicable to this contract.

### **Risk Assessment and Proposed Mitigations**

22. The table below includes the key risks and proposed mitigations identified as being relevant to the contract award.

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

Identified Risk	Proposed Mitigations
1. <b>Mobilisation</b> – current timeline includes lower than normal time for mobilisation, risk of service disruption for residents if new service is not implemented in time for contract end date.	A detailed mobilisation plan has been submitted as part of the tender, this has identified risks, issues and mitigations and key activities to mobilise and implement the new service. Mobilisation meetings will be convened by commissioners and will include representation from operational teams.

### Mobilisation Timetable

23. The table below provides an estimated timetable of the contract award process through to contract commencing.

Action	Date
1. Notice of Key Decision (Award)	15 <sup>th</sup> October 2025
2. Commissioning and Transformation Board	Thursday 27 <sup>nd</sup> January 2026
3. People’s Leadership Team	Tuesday 10 <sup>th</sup> January 2026
4. Contract Assurance Board	Wednesday 4 <sup>th</sup> February 2026
5. Cabinet Member (Award)	Monday, 16 February 2026
6. Assessment Summaries Sent to Providers	Monday, 16 February 2026
7. Contract Award Notice (Standstill Period Begins)	Tuesday 17 <sup>th</sup> February 2026
8. Standstill Period Ends	Thursday 26 <sup>th</sup> February 2026
9. Contract Engrossment	Monday 2 <sup>nd</sup> March 2026
10. Contract Signed	Monday, 2 March 2026
11. Contract Mobilisation and Implementation	Tuesday, 3 March 2026
12. Contract Start Date	Wednesday, 1 April 2026
13. Service Start Date	Wednesday, 1 April 2026
14. Contract End Date (initial term, excluding extension periods)	Saturday, 31 March 2029
15. Contract End Date (including all extension periods)	Monday, 31 March 2031

### Contract Management

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

24. Contract management will be the responsibility of the Adult Social Care Commissioning Team. The Council will:
- Maintain oversight of provider activity, compliance and performance
  - Undertake quarterly monitoring through contract monitoring meetings including monitoring of performance management information
  - Ensure all issues and concerns are escalated, and decisions made in a timely manner
  - Be available for contract advice and queries

25. The following KPIs will be used to measure successful delivery:

Details	Target
Carers assessments started within 5 days of referral	100%
Carers assessments finished within 28 days after referral – narrative required for those not meeting deadline	90%
Carers have an emergency plan in place after their assessment and understand how the plan can be accessed or updated	100%
Carers feel they understand and have access to clear information about the support available to them including support pathways and transitions into adulthood	90%, measured through feedback survey sent out to all users by the service
Promote the Carers Hub across the borough to ensure as many carers as possible are aware of the support and how to access it by building relationships with stakeholders and institutions that interact with carers	3-4 engagement meetings with stakeholders per quarter and the building of meaningful partnerships with at least three organisations per year
Service will proactively reach out to groups of carers less represented in their service to ensure they meet local needs	10% annual increase in representation of communities identified as underrepresented in services, subject to available reporting information

### Conclusion

26. Following the conclusion of the procurement process, it is recommended that the contract is awarded to the Preferred Supplier, who achieved the highest score, following comprehensive and objective assessment and moderation of all compliant Procurement Responses received by the Evaluation Panel.
27. In awarding this contract the Council will ensure the following priorities are achieved:
- Carers able to understand and access the support available to them

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

- Carers receive timely assessments with clear support pathways
- Carers users able to participate fully in decisions about the outcomes they wish to achieve.
- Carers and their experiences inform local policy and practice
- Carers have an emergency plan for the cared-for person in place in case of their inability to provide care
- The service meets local needs, is fully quality assured and carers feel they have participated fully in the process.

### Equality and Inclusion Implications

28. The new Carers Hub is designed to better meet the needs of unpaid carers in Hammersmith & Fulham and to reduce existing inequalities in access to assessments, support and advice.
29. The accompanying Equality Impact Assessment (Annex 1) identifies groups who are disproportionately represented among unpaid carers locally, including older adults, women, disabled people, and residents from Black and Asian communities. The redesigned service model therefore seeks to improve accessibility, cultural responsiveness, and timely support for these groups.
30. Coproduction with carers has highlighted particular barriers faced by residents with limited digital access, carers from multiethnic communities, and disabled people. These insights have informed the service specification, KPIs, and monitoring requirements.
31. The procurement is expected to have positive impacts across protected characteristics. No negative impacts have been identified. Where data is currently limited (e.g., on sexual orientation, gender reassignment and religion/belief), the provider will be required to adopt an intersectional approach, improve equality monitoring, and expand engagement with underrepresented groups.
32. To advance equality of opportunity, the provider will be required to:
  - Undertake targeted outreach to communities currently underrepresented in Carers Hub services
  - Monitor uptake and outcomes disaggregated by protected characteristics
  - Provide accessible pathways, including non- digital options, translated materials, and reasonable adjustments
  - Report quarterly on equality trends, barriers and actions takenThis approach ensures full compliance with the Public Sector Equality Duty and supports the council's commitments to inclusive, accessible services.

*Verified by: Yvonne Okiyo, Strategic Lead Equity, Diversity and Inclusion 20th January 2026*

### Risk Management Implications

## **LONDON BOROUGH OF HAMMERSMITH & FULHAM**

33. There is an operational risk that the service provided does not meet the quality and operational requirements. This risk must be reduced. It is recommended that the service levels are defined in a predefined Service Level Agreement (SLA) and regularly reported on by the provider.
34. There is a legal risk that the provider is not sufficiently flexible to meet probable changes to carer related legislation. This risk must be accepted. However, it is recommended that the provider is aware of legislative requirements and adherence to them.

*Jules Binney, Risk and Assurance Manager, 20<sup>th</sup> January 2026*

### **Climate and Ecological Emergency Implications**

35. Carers Hub services such as assessments information and advice will often be delivered remotely using phone calls and online video calls. Social and in-person events are primarily in-borough meaning carers will be encouraged to use public transport to travel to them. This delivery model significantly reduces the need for regular travel by staff and residents, thereby lowering transport-related carbon emissions. This reduces the need for H&F office space and reduces the travel needs of staff. Both factors have a positive impact on the response to the climate and ecological emergency.

*Verified by: Ben Kennedy, Senior Service Manager, Climate & Transport, 20 January 2026*

### **Local Economy and Social Value Implications**

36. It is a requirement that all contracts let by the council with a value above £100,000 propose and commit to social value contributions that are additional to the core services required under the contract.
37. The supplier has committed to a range of Social Value outcomes, including the employment of local people, employment of apprentices from designated groups, spend with local companies as part of their supply chain, contributions to programmes which promote gender equity and support for local community projects via volunteering.
38. It is recommended that the commissioner and Social Value officer work with the chosen supplier at contract commencement to ensure that the contributions committed by the supplier are realistic and supported by a delivery plan.
39. 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 remedies if social value commitments are not delivered.

*Harry Buck, Social Value Officer (Procurement), 21<sup>st</sup> January 2026*

### **Digital Services and Information Management Implications**

## **LONDON BOROUGH OF HAMMERSMITH & FULHAM**

40. Depending on the platforms system utilised by the successful supplier, it maybe that there are Information Technology (IT) implications arising from this procurement strategy. Digital Services should be engaged, and where necessary, a service request will need to be raised to ensure that IT requirements are met, and that all necessary safeguards, permissions, and budgets are in place to enable the successful delivery of this procurement strategy.
41. The successful supplier will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training. The contract will need to include the Council's data protection and processing schedule. This is compliant with the United Kingdom Data Protection law.
42. The Council's 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 Council contract templates.
43. The service should engage with Digital Services prior to enabling any generative Artificial Intelligence (AI) functionality, to ensure compliance with corporate AI strategy, governance, security, and privacy requirements. If colleagues are unsure as to whether a new function falls within the AI framework, they should discuss with Digital Services.

*Umit Jani, Strategic Relationship Manger for People, Tuesday 20<sup>th</sup> January 2026*

### **Engagement**

44. Engagement with key stakeholders including carers was undertaken inform the service specification and evaluation criteria. There have been several resident engagement sessions, including in-person and online workshops.

### **LIST OF APPENDICES**

Appendix 1 (Exempt) – Contract Award Details  
Appendix 2 (Exempt) – Further Financial Assurance  
Appendix 3 (Exempt) – Procurement Outcome

Annex 1 – Equalities Impact Assessment (EIA)