

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Councillor Alex Sanderson - Deputy Leader & Cabinet Member for Children and Education

**Date:** 03/03/2026

**Subject:** Early Intervention Contract Extension Paper

**Report author:** Sophie Revell, Commissioning and Contracts Officer

**Responsible Director:** Sarah Bright, Director of People's Commissioning and Transformation

**Executive Director:** Jacqui McShannon – Executive Director of People's Services and DCS.

---

## SUMMARY

A paper outlining the options for the Early Intervention Contract in the context of MTFS proposals was presented to CMB on 17<sup>th</sup> November 2025 and a one-year contract extension was agreed. This paper is to formally agree the one-year extension for all 4 lots of the contracts.

---

## RECOMMENDATIONS

1. Approve the extension of Lots 1-4 of the Early Intervention Contracts for one year from 1<sup>st</sup> April 2026 until 31<sup>st</sup> March 2027 at a total cost of £788,900

---

**Wards Affected: All**

---

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Ensuring the right level of support is offered depending on the needs of the individual to ensure children, young people and their families are given the best opportunities to thrive.
Creating a compassionate council	Listening and responding to feedback from professionals, young people, parents and carers regarding what was working well, what needed improvement and where the gaps were with regards to current early intervention support available.

Doing things with local residents, not to them	The Early Intervention Strategy was developed in consultation with young people, with youth voice championed throughout by the Youth Voice Coordinator and Young Hammersmith & Fulham CEO. Further, the strategy has been updated in response to feedback received through consultation with wider stakeholders.
Being ruthlessly financially efficient	There are no anticipated financial implications as a result of implementation of the strategy.
Taking pride in H&F	We want H&F to be the best place to grow up, live and work. This strategy will ensure our local offer of support available is designed to meet the needs of children, young people and families at when problems first arise, allowing us to intervene early and support families to thrive.
Rising to the challenge of the climate and ecological emergency	There are no anticipated climate and ecological implications as a result of implementation of the strategy.

## Financial Impact

1. LMP have identified efficiencies in their contract and have agreed a reduction of £25,000 for the extension year. The contract will therefore reduce from £813,900 per annum in 2025/26 to £788,900 per annum in 2026/27.
2. The contract is funded from a combination of the base budget, Public Health Outcomes Funding and Children and Families grant.
3. Efficiencies from the extension of the contract will be used to mitigate other pressures within children's services.

*Financial Implications drafted by: Barbara Ncube, Finance Manager (Children's Services) dated: 07/01/2026*

*Reviewed by Tony Burton, Head of Finance People, 03/02/26*

*Verified by: James Newman, AD Finance, 4 February 2026*

## Legal Implications

1. *Legal Services confirm that the proposed contract extension complies with all legal requirements. There are no legal impediments to agreeing the contract extension.*

*Glen Egan, Assistant Director of Legal Services 7 January 2026*

## Procurement Comments

2. The Contract(s) have the options to extend built into the original agreement, providing for further periods up to an aggregate of 2 years following the end of the Initial Term, in paragraph 2.2.
3. The Contract enables the Council to extend the Contract (at least three months) before the end of the Initial Term, and the clauses in the Contract will apply throughout any such extended period unless otherwise stated to the contrary.
4. The Contract Manager must upload all associated documents and records (i.e., the extension, acknowledgement, etc.) to the Council's eProcurement portal and update the Contract value and end date accordingly.
5. Furthermore, given that the maximum available contract extension after this period is only a further 12 months, recommissioning work needs to commence in the next 18 months. Therefore, the project must be entered onto the Council's Forward Plan of Major Procurements for it to be added to the next iteration of the Pipeline Notices to be published on the Find A Tender Service (FTS)

*Joe Sardone Category Lead – People. Procurement and Commercial 21<sup>st</sup> January 2026*

---

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

[Early Intervention Options 2025.docx](#)

---

## **DETAILED ANALYSIS**

### **Background**

6. Early intervention is support given to a child, young person, or family when a problem first emerges, and can be provided at any stage in their life. This includes support provided by universal, targeted and specialist support services before problems escalate to statutory or complex care support.
7. In 2022 the council launched its early intervention strategy setting our 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.
8. Alongside the strategy the council launched a procurement of its Early Intervention services. This procurement reflected the extensive consultation

undertaken with children, services and families and the need for a partnership approach to early intervention.

9. All lots were contracted for a period of 3 years, with the option of extending by aggregate period of up to 24 months.

The initial term for Early Intervention contracts ends on 31 March 2026.

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

## **Contract Modification Summary and Analysis of Options**

### **Option 1: Extension of contract for all lots of the contract for 1 year. (recommended)**

10. The extension of the Early Intervention contracts is strongly recommended due to consistently high performance and the positive impact on children, young people and families. Extending the contracts will ensure continuity of support for vulnerable families and protect the strong partnerships established within local communities.
11. The Early intervention contracts have demonstrated sustained reach, strong community engagement and clear positive outcomes for children, young people and families. The combination of universal access, targeted intervention and volunteer led community support has enabled services to respond flexibly to local need while maintaining continuity and impact across all areas.
12. Let Me Play demonstrate a strong balance between universal provision and more intensive support for those with additional needs. The Safe Families programme has successfully connected families into community support. United Partnership Group have supported a wide range of children and families through community based provision.
13. Extending the contracts in their current form preserves continuity of service. The current spend of the contracts is £813,900 per annum. The proposed spend for 2026/27 is £788,900, a reduction of £25,000 on the lot 1, LMP contract.

Lot 1 – Let Me Play	£351,000
Lot 2 – Safe Families	£87,500
Lot 3 – Round Midnight	£18,500
Lot 4 – United Partnership Group	£331,900

14. LMP have identified efficiencies in their contract and have agreed a reduction of £25,000 for the extension year. A variation of contract will be signed with LMP.

15. We have the option to extend for 1 year with the option of a further 1 year. Notice can then be given to end the contract at any time during the extension, the contract termination clause is no less than 3 months notice.

### **Option 2 : Do not extend the contracts (not recommended)**

16. This option involves allowing the current contract to expire at the end of its term with no extension agreed. Not extending the contract will have implications for early intervention activity and increase demands on statutory and higher cost services if mitigations are not put in place.

### **Timetable**

17. The table below provides an estimated timetable of the contract extension process through to the extended contract commencing.

<b>Action</b>	<b>Date</b>
1. Contracts Assurance Board	Wednesday, 28 January 2026
2. SLT/Cabinet Member Sign-Off	Monday, 16 February 2026
3. Modification Signed	Monday, 16 February 2026
4. Modified Contract Start Date	Wednesday, 1 April 2026
5. Modified Contract End Date	Wednesday, 31 March 2027

### **Contract Management**

18. The existing contract continues with minimal change to the delivery and contract management.

### **Equality and Inclusion Implications**

19. The original Equalities Impact Assessment (EIA) for the Early Intervention contracts has been reviewed in light of the proposed one-year extension. The extension does not introduce any changes to:  
Service scope or delivery model  
Eligibility criteria  
Provider responsibilities  
Therefore, no new equality implications have been identified. The services continue to support children, young people, and families across all protected characteristics under the Equality Act 2010, including age, disability, race, sex, sexual orientation, religion or belief, and pregnancy/maternity.

**20. Key Equality Considerations:**

Providers are required to maintain inclusive practices and ensure accessibility for diverse groups.

Monitoring of demographic data and feedback from service users will continue as part of contract management.

Any issues identified during the extension period will be addressed promptly to prevent disproportionate impact on any protected group.

**21. Mitigations and Commitments:**

Ongoing engagement with youth voice and stakeholder groups to ensure services remain responsive and inclusive.

Continued compliance with safeguarding and anti-discrimination policies.

Regular review of participation and outcomes by protected characteristics.

**22. Conclusion:**

The extension maintains existing equality mitigations and does not create new risks. The EIA will remain active and be revisited if any service changes occur during the extension period.

*Verified by: Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI), 13th January 2026*

### **Risk Management Implications**

23. There is an operational risk of extending the supplier as LBH&F could unintentionally, and due to unforeseen circumstances become dependent upon them. This could be due to a reduced market of possible competitors, potential service disruption, or supplier financial issues. This either cause LBH&F find it hard to disengage, renegotiate at pace or find an alternative supplier. This also relates to situations where the service quality provided declines'

This risk should be reduced. It is recommended that regular supplier quality and performance reviews against pre-defined KPIs are conducted coupled with site visits at a frequency of not less than six months. This will drive quality and will reinforce the long term partnership, build trust and as a result avoid reliance this supplier.

Jules Binney, Risk and Assurance Manager, 29<sup>th</sup> January 2026

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

24. There are no climate and ecological emergency implications related to the extension of this contract

*Verified by: Charlotte Slaven, Head of Climate Strategy and Engagement, 13<sup>th</sup> January 2026.*

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

25. The original tendering exercise factored in social value within the evaluation weighting.  
The contractor was expected to deliver “a minimum social value contribution of 10% of the annual contract cost for the duration of the contract period.”  
Social value will also be applicable to the contract extension at an increase proportionate to the duration and value of the extension
26. It is recommended that the commissioner and Social Value officer work with the chosen supplier, prior to commencement of the extension, to ensure that the contributions committed by the supplier are realistic and supported by a delivery plan.
27. 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), 20<sup>th</sup> January 2026*

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

28. This options paper outlines the extension of the current Early Intervention Contract, the current service providers (Let Me Play, Safe Families, Round Midnight United Partnership Group) will be expected to have an up-to-date Data Protection policy in place and staff will be expected to have received Data Protection training. The service will need to keep the Data Privacy Impact Assessment updated and the current service providers should be asked to review and revise their (Cloud) Supplier Security Questionnaire if necessary.
29. The current service providers will need to include H&F’s data protection and processing schedule. This is compliant with the UK Data Protection law.
30. H&F’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 H&F contract templates.

*Umit Jani, Strategic Relationship Manger for People, Monday 19<sup>th</sup> January 2026*