



CABINET PROCUREMENT COMMITTEE

Monday, 8th July, 2019

at 6.00 pm

Council Chamber, Hackney Town Hall, Mare Street, London E8 1EA

Members:

- Councillor Rebecca Rennison
- Chair
- Deputy Mayor Anntoinette Bramble
- Cllr Jon Burke
- Cllr Caroline Selman

Cabinet Member for Finance and Housing Needs
Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care
Cabinet Member for Energy, Waste, Transport and Public Realm
Cabinet Member for Community Safety, Policy and the Voluntary Sector

Substitute Member Mayor Philip Glanville

TIM SHIELDS
Chief Executive

Contact: Clifford Hart
Governance Services Officer
Tel: 020 8356 3597
clifford.hart@hackney.gov.uk

28 June 2019

The press and public are welcome to attend this meeting

AGENDA

Monday, 8th July, 2019

ORDER OF BUSINESS

1	APOLOGIES FOR ABSENCE	
	URGENT BUSINESS	
2	The Chair will consider the admission of any late items of Urgent Business. Late items of Urgent Business will be considered under the agenda item where they appear. New items of unrestricted urgent business will be dealt with under Item 11 below. New items of exempt urgent business will be dealt with at Item 16 below.	
	DECLARATIONS OF INTEREST - Members to declare as appropriate	

<p>3</p>	<p>A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:</p> <p>(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.</p> <p>A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.</p> <p>Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 8.1-15.2 of Section Two of Part 5 of the Constitution and Appendix A of the Members' Code of Conduct.</p> <p>A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:</p> <p>(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.</p> <p>A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.</p> <p>Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 8.1-15.2 of Section Two of Part 5 of the Constitution and Appendix A of the Members' Code of Conduct.</p>	
	<p>NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATION RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS</p>	

4	<p>On occasions part of the Cabinet Procurement Committee meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the “Regulations”), members of the public can make representations about why that part of the meeting should be open to the public.</p> <p>This agenda contains exempt items as set out at Item 13, 14 and 15 :</p> <p>No representations with regard to these have been received.</p> <p>This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet Procurement Committee meeting will be partly held in private for the reasons set out in this Agenda.</p>	
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5	DEPUTATIONS /PETITIONS/QUESTIONS	
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6	TO CONSIDER THE UNRESTRICTED MINUTES OF THE PREVIOUS MEETING OF CABINET PROCUREMENT COMMITTEE HELD ON 11 JUNE 2019	(Pages 1 - 8)
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	Kings Crescent Phase 3&4 Procurement of Contractor/Developer KEY DECISION NO. NH P87	
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7	This report seeks Cabinet Procurement Committee’s approval to the initiating of a single stage tender process using the <i>Competitive Procedure with Negotiation</i> provided for within Regulations 26(4) of the Public Contracts Regulations 2015 for the construction of King’s Crescent Phases 3 and 4.	(Pages 9 - 32)
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	Springfield Park Restoration Project KEY DECISION NO. NHO80	
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8	Following a competitive procurement process, this report seeks the approval of the Cabinet Procurement Committee to appoint a contractor to deliver the restoration project in Springfield Park.	(Pages 33 - 54)
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	Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers KEY DECISION NO. CACH P77	
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9	This report seeks Cabinet Procurement Committee’s approval to the awarding of a contract for a Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers in the London Borough of Hackney.	(Pages 55 - 70)
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	DATES OF CABINET PROCUREMENT COMMITTEE FOR THE REMAINDER OF THE MUNICIPAL YEAR 2019/20	
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10	<p>Meetings will be held at 6.00pm on:</p> <p>9 September 2019 7 October 2019 4 November 2019 2 December 2019 13 January 2020 10 February 2020 11 March 2020 6 April 2020</p>	
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11	ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT	
	EXCLUSION OF THE PUBLIC AND PRESS	
12	<p>Note from the Governance Services Manager</p> <p>Items 13 - 16 allows for the consideration of exempt information in relation to items 7, 8, 9 and 10 respectively.</p> <p>Proposed resolution:</p> <p>THAT the press and public be excluded from the proceedings of the Cabinet Procurement Committee during consideration of Exempt items 13-16 on the agenda on the grounds that it is likely, in the view of the nature of the business to be transacted, that were members of the public to be present, there would be disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972 as amended.</p>	
	Kings Crescent Phase 3&4 Procurement of Contractor/Developer KEY DECISION NO. NH P87	
13	<p>Item 7 refers</p> <p>Appendix 1 is exempt from publication under para 3, Part 1, Schedule 12a of the Local Government Act 1972 (as amended).</p>	(Pages 71 - 116)
	Springfield Park Restoration Project KEY DECISION NO. NHO80	
14	<p>Item 8 refers</p> <p>Appendices A – F are exempt from publication under para 3, Part 1, Schedule 12a of the Local Government Act 1972 (as amended).</p>	(Pages 117 - 194)
	Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers KEY DECISION NO. CACH P77	

15	Item 9 refers Appendix A is exempt from publication under para 3, Part 1, Schedule 12a of the Local Government Act 1972 (as amended).	(Pages 195 - 198)
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16	ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT	
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Access and Information

Location

Hackney Town Hall is on Mare Street, bordered by Wilton Way and Reading Lane.

Trains – Hackney Central Station (London Overground) – Turn right on leaving the station, turn right again at the traffic lights into Mare Street, walk 200 metres and look for the Hackney Town Hall, almost next to The Empire immediately after Wilton Way.

Buses 30, 48, 55, 106, 236, 254, 277, 394, D6 and W15.

Facilities

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

Induction loop facilities are available in the Assembly Halls, rooms 101, 102 & 103 and the Council Chamber.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

Copies of the Agenda

The Hackney website contains a full database of meeting agendas, reports and minutes. Log on at: www.hackney.gov.uk

Paper copies are also available from Governance Services whose contact details are shown on the front of the agenda.

Council & Democracy- www.hackney.gov.uk

The Council & Democracy section of the Hackney Council website contains details about the democratic process at Hackney, including:

- Mayor of Hackney
- Your Councillors
- Cabinet
- Speaker
- MPs, MEPs and GLA
- Committee Reports
- Council Meetings
- Executive Meetings & Key Decisions Notice
- Register to Vote
- Introduction to the Council
- Council Departments

DEMOCRATIC PROCESS

Rights of Press and Public to Report on Meetings

Where a meeting of the Council and its committees are open to the public, the press and public are welcome to report on meetings of the Council and its committees, through any audio, visual or written methods and may use digital and social media providing they do not disturb the conduct of the meeting and providing that the person reporting or providing the commentary is present at the meeting.

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

Representation

Contact details for all Councillors are available on the website or by calling 020 8356 3207.

Ward Councillors may be contacted at their surgeries or at the Town Hall (020 8356 3207).

You may also write to any Councillor or a member of the Cabinet c/o Hackney Town Hall, Mare Street, London E8 1EA.

Scrutiny Procedures

Details are listed in Part 4 of the Council's constitution, see the website for more details or contact Overview and Scrutiny on 020 8356 3029

Executive Meetings and Key Decisions Notice

The procedure for taking Key Decisions is listed in Part 4 of the Council's Constitution, available on the website (www.hackney.gov.uk).

The Executive Meetings and Key Decisions Notice showing Key Decisions to be taken is available on the Council's website. If you would like to receive a paper copy please contact Governance Services (Tel: 020 8356 3302). Or email: governance@hackney.gov.uk

Emergency Procedures

In case of fire or any other emergency the Head of Governance Services or his/her nominated officer will ensure orderly evacuation of all those present in the meeting room. All Members Officers and members of the public should proceed without delay to the assembly meeting point near the car park at the back of the Town Hall where the nominated officer will conduct a count of all who have been evacuated to ensure that all are safe.

Advice To Members And Officers On Handling Exempt Papers

- Do not photocopy
- Store securely for as long as you hold it
- All papers can be given to Governance Services Officers who will dispose of them appropriately and arrange for them to be recycled
- Note that copies of all exempt papers are held by Governance Services staff.

Public Involvement

The public have the right to ask questions or submit petitions or deputations to Cabinet Procurement Committee meetings.

Contact Governance Services (Tel: 020 8356 3597) for further information on how this can be arranged. Or email: Clifford.hart@hackney.gov.uk

Further information can also be found within Part 4 of the Council's Constitution (which can be seen on the website www.hackney.gov.uk at this link) –

<http://mginternet.hackney.gov.uk/documents/s36746/4.4%20->

ADVICE TO MEMBERS ON DECLARING INTERESTS

Hackney Council's Code of Conduct applies to **all** Members of the Council, the Mayor and co-opted Members.

This note is intended to provide general guidance for Members on declaring interests. However, you may need to obtain specific advice on whether you have an interest in a particular matter. If you need advice, you can contact:

- The Director of Legal & Governance;
- The Legal Adviser to the committee; or
- Governance Services.

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

1. Do you have a disclosable pecuniary interest in any matter on the agenda or which is being considered at the meeting?

You will have a disclosable pecuniary interest in a matter if it:

- relates to an interest that you have already registered in Parts A and C of the Register of Pecuniary Interests of you or your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner;
- relates to an interest that should be registered in Parts A and C of the Register of Pecuniary Interests of your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner, but you have not yet done so; or
- affects your well-being or financial position or that of your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner.

2. If you have a disclosable pecuniary interest in an item on the agenda you must:

- Declare the existence and nature of the interest (in relation to the relevant agenda item) as soon as it becomes apparent to you (subject to the rules regarding sensitive interests).
- You must leave the room when the item in which you have an interest is being discussed. You cannot stay in the meeting room or public gallery whilst discussion of the item takes place and you cannot vote on the matter. In addition, you must not seek to improperly influence the decision.
- If you have, however, obtained dispensation from the Monitoring Officer or Standards Committee you may remain in the room and participate in the meeting. If dispensation has been granted it will stipulate the extent of your involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a pecuniary interest.

3. Do you have any other non-pecuniary interest on any matter on the agenda which is being considered at the meeting?

You will have 'other non-pecuniary interest' in a matter if:

- i. It relates to an external body that you have been appointed to as a Member or in another capacity; or
- ii. It relates to an organisation or individual which you have actively engaged in supporting.

4. If you have other non-pecuniary interest in an item on the agenda you must:

- i. Declare the existence and nature of the interest (in relation to the relevant agenda item) as soon as it becomes apparent to you.
- ii. You may remain in the room, participate in any discussion or vote provided that contractual, financial, consent, permission or licence matters are not under consideration relating to the item in which you have an interest.
- iii. If you have an interest in a contractual, financial, consent, permission or licence matter under consideration, you must leave the room unless you have obtained a dispensation from the Monitoring Officer or Standards Committee. You cannot stay in the room or public gallery whilst discussion of the item takes place and you cannot vote on the matter. In addition, you must not seek to improperly influence the decision. Where members of the public are allowed to make representations, or to give evidence or answer questions about the matter you may, with the permission of the meeting, speak on a matter then leave the room. Once you have finished making your representation, you must leave the room whilst the matter is being discussed.
- iv. If you have been granted dispensation, in accordance with the Council's dispensation procedure you may remain in the room. If dispensation has been granted it will stipulate the extent of your involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a non pecuniary interest.

Further Information

Advice can be obtained from Suki Binjal, Director of Legal & Governance on 020 8356 6234 or email: suki.binjal@hackney.gov.uk



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UNRESTRICTED MINUTES OF A MEETING OF THE CABINET PROCUREMENT COMMITTEE

TUESDAY, 11TH JUNE, 2019

Chair	Councillor Rebecca Rennison in the Chair
Councillors Present:	Councillors Deputy Mayor Anntoinette Bramble, Cllr Caroline Selman and Cllr Jon Burke
Apologies:	Nil
Officers in Attendance	Mr Rotimi Ajilore – Head of Procurement Mr Anjam Ali - Director of Housing Services, Neighbourhoods and Housing Ms Clare Brennan – Category Lead Contracts and Environment Ms Zainab Jalal – Category Lead Social Care Ms Susan Carran - Category Lead (Corporate Services), Finance & Corporate Resources Mr Patrick Rodger – Senior Lawyer – Procurement Ms Irina Mot - Neighbourhoods and Housing Mr Clifford Hart – Governance Services Officer

**1 RATIFICATION OF THE APPOINTMENT OF THE CHAIR OF THE CABINET
PROCUREMENT COMMITTEE FOR THE MUNICIPAL YEAR 2019/20**

The Clerk to the Committee – Clifford Hart advised the meeting that as this was the first meeting of the Cabinet Procurement Committee for the Municipal Year 2019/20 he sought from Members present the proposed chairship of the Committee for the Municipal year 2019/20, as recommended at the Council annual general meeting on 22 May 2019.

Deputy Mayor Bramble nominated Councillor Rennison as Chair of the Cabinet Procurement Committee for the Municipal Year 2019/20.

There being no other nominations it was:

RESOLVED

that Cllr Rebecca Rennison be appointed Chair of the Cabinet Procurement Committee for the municipal year 2019-20.

2 APOLOGIES FOR ABSENCE

There were no apologies for absence.

NOTED

3 URGENT BUSINESS

There were no items of urgent business.

NOTED

4 DECLARATIONS OF INTEREST - Members to declare as appropriate

There were no declarations of interests.

NOTED

5 NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATION RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

There were no representations received.

NOTED

6 DEPUTATIONS/PETITIONS AND QUESTIONS

There were no deputations/petitions or questions.

NOTED

7 UNRESTRICTED MINUTES OF THE PREVIOUS MEETING OF CABINET PROCUREMENT COMMITTEE HELD ON 8 APRIL 2019

RESOLVED

That the unrestricted minutes of the Cabinet Procurement Committee held on 8 April 2019 be confirmed as an accurate record of the proceedings.

8 CONSTRUCTION CONTRACTS FOR PLANNED CAPITAL WORKS TO HACKNEY COUNCIL HOUSING - KEY DECISION NO. NH P78

The Chair asked for an introduction of the report.

The Director of Housing Services, Neighbourhoods and Housing, Mr Ajman Ali, advised the Committee that he was in attendance in the absence of Ms Sinead Burke - Head of Property & Asset Management, Neighbourhoods and Housing, who could not be present this evening.

Mr Ali advised the Committee that the report summarised the options appraisal for the re-procurement of two construction contracts, known as contract 1 and contract 4, to ensure ongoing service delivery of capital investment works in the Council's housing stock. The contracts covered external works programmes, planned internal works, specialist mechanical and electrical works. As contract 1 would come to an end in November 2019 and contract 4 ended in March 2019, officers had reviewed all the available options, including opportunities for in-sourcing and SMEs.

Mr Ali went on to explain that the approach to this procurement followed from the provisions of the Housing Asset Management Strategy 2019-2027, which was approved by Cabinet on 25 March 2019. This procurement exercise was an important aspect to implementing this strategy and embedding its ambitions into contracts, so that capital

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works contracts were aligned to this strategy. The proposed works would ensure that Hackney built on the successes of recent investment programmes in its homes. In the past three years the capital works programme had delivered £120m of investment, ensuring that thousands of residents across the borough benefitted new roofs, windows, and modern kitchens and bathrooms, as well as ensuring blocks were well-decorated and in good repair.

Mr Ali outlined the proposed approach moving forward, as set out in the Housing Asset Management Strategy 2019-2027, which was to deliver capital works in a more holistic manner and ensure homes which would continue to remain safe, compliant, more energy efficient, more accessible and people were proud to live in. The suite of contracts proposed under this strategy, provided the maximum opportunities for SMEs to work with Hackney, while still ensuring the council would effectively manage contracts. Their value would also ensure that there were significant social value benefits for local residents. Mr Ali commented that the primary reason for this decision was the need to re-procure existing construction contracts, to ensure ongoing service delivery of capital investment works in the Council's housing stock. This decision related to the re-procurement of two contracts, which were known as contracts 1 and 4, from a set of 9 works contracts let in 2015. Contract 1 was a framework, limited to four years, for general building works with three main contractors. The Term Partnering Contract (TPC 2005, as amended) was let in 11th November 2015 and would expire in November 2019, though the individual Project Partnering Contracts (PPC 2000, as amended) were renewed annually allowing works orders to be raised until August 2020. There was no option to extend the Term Partnering Contract. Contract 4 combined a Term Partnering Contract for planned electrical works with a Project Partnering Contract for responsive electrical repairs, both let to the same contractor. This was let on an initial five year contract and had ended on 4th March 2019.

Mr Ali further advised that the main reason for how this decision was being proposed, and also a factor in the timeline was the recent publication of the Housing Asset Management Strategy 2019-2027. The strategy had been set out to include consideration of:

- The need for the Council to fulfill its legal obligations as a landlord for the maintenance of its homes and estates;
- The opportunity for capital investment works to contribute to broader Council ambitions of creating a fairer, safer and more sustainable Hackney;
- The ambition to ensure our homes and estates are places residents are proud of.

Mr Ali stated that it was necessary, therefore, that any new procurement for capital works, was aligned with the objectives of that strategy, and this procurement exercise aimed to achieve that.

Mr Ali commented that in addition to setting out the broader strategy for capital investment, Section 5 of the Housing Asset Management Strategy 2019-2027 set out a capital delivery plan, which had identified three key work streams for capital works, and it established a seven year forward programme which included every Hackney Council home. The work streams were external works to blocks and estate grounds, internal works to tenants homes, and specialist mechanical and electrical works. The basis of this approach was to ensure that works could be delivered in a more holistic fashion and the benefits of this were detailed in Section 5.1 of the Housing Asset Management Strategy 2019-2027. The procurement strategy detailed in the report would ensure that the capital works contracts were aligned to this capital delivery plan.

Mr Ali outlined the key deliverables for proposed procurement as follows:

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- Procuring construction services to ensure the Council can invest in homes to fulfill its legal obligations as a landlord;
- Procuring contracts on terms that are in line with the provisions of the new Housing Asset Management Strategy 2019-2027;
- Provision of a cost efficient, quality driven related works across the entire housing stock, which are focussed on the greatest investment need, and meet all relevant technical standards;
- Procuring contracts which are suitably flexible in their scope to respond effectively to resident consultation suggestions for works to homes and estates;
- Maximising the indirect social value from these contracts through local employment, community investment and resident satisfaction with the quality of their homes and local area;
- Procuring contracts which maximise the opportunities for SMEs and in-sourcing of services, while ensuring that the risks associated with capital works delivery are appropriately managed;
- Ensuring that capital works can support the Council's broader sustainability objectives, such as the air quality action plan, as well as improving the energy efficiency of homes to reduce fuel poverty;
- Ensuring compliance with the Council Standing Orders, Regulatory Procedures, and the Council's Corporate Policy;
- Procuring long term contracts which allow for continuity of service delivery and long term sight of construction costs. This will contribute to ensuring that the works can be delivered within the capacity of the Housing Revenue Account (HRA) Business Plan.

Mr Ali also advised that in 2015 the Council awarded Contract 1, General Building Investment Works and Services, to three main contractors, and Contract 4, Electrical Specialist Works, to one contractor.

Mr Ali went on to outline, as part of the detailed development work of the procurement exercise, the consultation plan which had identified the following groups who would be consulted with:

- Tenants and Leaseholders;
- Tenancy Management Organisations (TMOs);
- Resident Liaison Group, and Area Panels;
- Elected representatives;
- Staff across the housing service who are affected by these contracts;
- Industry via a Meet the Buyer event;

Mr Ali informed the meeting that with regard to Resident Focus Groups, initial meetings were being arranged with internal consultation staff and senior management in tenancy and leasehold services to establish some resident focus groups, which would inform key areas of the contract provisions, with particular focus on those which most affect residents which would include:

- Establishing priorities for social value work delivered as part of the contracts.
- Developing the consultation requirements which will be expected of contractors as part of carrying out their works.
- Commenting on access procedures, Disclosure and Barring Service (DBS) checks and other working arrangements for operatives, especially within homes.
- Contributing to the range of resident choice options with general client briefs.
- Commenting on the level of survey work to be required as part of project development, particularly where replacement components are proposed, so that there is confidence that the necessary evidence is available to inform such decisions.
- Contributing to resident satisfaction survey methods to form the basis of associated KPIs under the contract.

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In conclusion Mr Ali advised that the contracts would also embed the consultation principles of the Housing Asset Management Strategy 2019-2027 into all contracts. This strategy set out seven defined work stages for all capital projects, and would note the resident engagement actions for each stage. These processes would be owned by Hackney Council staff, ensuring they would have full oversight of project development, and officers were currently starting to develop the detail documents and procedures so that these aims would be fully implemented for the new contracts.

The Chair, in thanking Mr Ali for his detailed introduction, placed on record her thanks to the report author Ms Burke and the report's content, and the evident considerable efforts of the service to provide such a comprehensive, succinct and clear strategy. The approach to this type of procurement strategy as detailed should be held as a marker of excellence of how a strategy of these proportions should be implemented.

The Chair asked if there were any further points of clarification from Members.

In welcoming the report Councillor Burke referred to the tendering process and stressed the need to ensure that selection was based not only on a 'tick box' performance criteria. He commented that in assessing those tendering, that officers should be mindful of past performance and any previous issues with contract provision, as well as ensuring that with such a large contract there would be a clear opportunity to build good relationships with successful bidders, as well as attracting bidding from locally based contractors, wherever possible.

In response Mr Ali advised that as part of the robust tender evaluation process, many factors were included in the mechanism of bidder assessment, and that it would be of primary concern to ensure the best contractors were selected.

There being no further points of clarification the Chair **MOVED** and it was:

RESOLVED

That approval be given to the procurement strategy for Construction Contracts for Planned Capital Works to Hackney Council Housing in a suite of six contracts which combine a framework for external works programmes, and term partnering contracts for planned internal, specialist mechanical and electrical works, as follows:

	Contract Type		Preferred Contractor Number and Type	Works type	Estimated Value
i	4 Year Framework	Lot 1	3 to 5 Large Main Contractors	Planned External Works	£30-£50m/ annum
		Lot 2	3 to 5 SME Main Contractor	Planned External Works	£8m/ annum
ii	Term Contract (4 years with potential extension up to 10 years)		1 SME Main Contractor	Planned Internal Works	£2m/ annum

iii	Term Contract (4 years with potential extension up to 10 years)	Specialist Contractor	Communal Electrical Supply	£1.5m/ annum
iv	Term Contract (4 years with potential extension up to 10 years)	Specialist Contractor	Fire Safety Systems to Large Blocks	£2.5m in total
v	Term Contract (4 years with potential extension up to 10 years)	Specialist Contractor	Fire Safety Systems to Street Properties	£500k in total
vi	Term Contract (4 years with potential extension up to 10 years)	Specialist Contractor	Communal Boilers	£7-8m over the next 5 years

RELATED DECISIONS

March 2019: Approval of the Housing Asset Management Strategy 2019-2027, by Cabinet on 25 March 2019. This provides an overarching framework for investment decision-making across the Council's homes and estates. It sets out the ambitions that Hackney has for the quality of its homes and the priorities that will be established to ensure that the limited available resources are directed at the greatest need.

<http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CId=111&MID=4332#AI32478>

June 2015: Approval to award the TPC and/or PPC contracts for lots 2, 3, 4, 5, 6, 8 and 9 for an initial five year term, with an option for the Council to terminate at year 3 and an option of extending the contracts for a further two years at year 5, and a further two years at year 7, up to a maximum of nine year contract terms, was taken by Cabinet Procurement Committee at its June 2015 meeting. The relevant minutes along with the full report can be downloaded from the attached:

<http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CId=113&MID=3392#AI22646>

March 2015: Approval to award a four year framework agreement to three Main Constructors for a period of up to four years was taken by the Cabinet Procurement Committee on 30th March 2015. The relevant minutes along with the full report can be downloaded from the attached:

<http://mginternet.hackney.gov.uk/ieDecisionDetails.aspx?Id=332>

9 ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

There were no other items of unrestricted urgent business.

NOTED

10 DATES OF CABINET PROCUREMENT COMMITTEE - MUNICIPAL YEAR 2019/20

RESOLVED

That the dates of the Cabinet Procurement Committee for the remainder of the Municipal year 2019/20 to be held at 6.00pm, be noted as follows:

8 July 2019
9 September 2019
7 October 2019
4 November 2019
2 December 2019
13 January 2020
10 February 2020
11 March 2020
6 April 2020

11 EXCLUSION OF THE PUBLIC AND PRESS

The Chair advised that the following item12 allowed for the consideration of exempt information in relation to agenda item 7.

RESOLVED

That the press and public be excluded from the proceedings of the Cabinet Procurement Committee during consideration of Exempt item 12 on the agenda on the grounds that it is likely, in the view of the nature of the business to be transacted, that were members of the public to be present, there would be disclosure of exempt information as defined in para 3 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended.

12 EXEMPT MINUTES OF THE PREVIOUS MEETING OF CABINET PROCUREMENT COMMITTEE HELD ON 8 APRIL 2019

RESOLVED

That the exempt minutes of the Cabinet Procurement Committee held on 8 April 2019 be confirmed as an accurate record of the proceedings.

13 ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

There were no other items of exempt urgent business.

NOTED

Duration of the meeting: 18:00- 18:25HRS

Contact:

Clifford Hart

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<p>TITLE OF REPORT:</p> <p>SELECTION OF A CONTRACTOR FOR THE CONSTRUCTION OF MIXED TENURE HOMES AT KING'S CRESCENT ESTATE - PHASES 3&4</p> <p>Key Decision No. NH P87</p>	
<p>CPC MEETING DATE: 8 July 2019</p>	<p>CLASSIFICATION:</p> <p>Open with exempt appendices</p> <p>By Virtue of Paragraph(s) 3, Part 1 of schedule 12A of the Local Government Act 1972 appendix 1 is exempt because it contains Information relating to the financial or business affairs of any particular person (including the authority holding the information) and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>
<p>WARD(S) AFFECTED:</p> <p>Brownswood</p>	
<p>CABINET MEMBER:</p> <p>Mayor Glanville</p> <p>Housing Regeneration</p>	
<p>KEY DECISION:</p> <p>Yes</p> <p>REASON:</p> <p>Spending</p>	

GROUP DIRECTOR

Kim Wright

1. CABINET MEMBER'S INTRODUCTION

- 1.1** At its meeting in July 2011 the Council's Cabinet agreed the Estate Regeneration Programme. The Cabinet report outlined the Council's approach to the development of a strategy for the delivery of high quality new build housing and improved living standards across a number of housing estates in the Borough. The Programme was updated and approved by Cabinet in March 2014 and again in October 2015. A further update was recently provided and approved by Cabinet in April 2019.
- 1.2** In approving the Programme, the Cabinet also agreed a portfolio as opposed to a site-by-site approach to the regeneration of its housing estates. This approach enables the Council to combine the development value of schemes which have the potential to generate a surplus with those that require a net investment. The value created by the outright sale and shared ownership homes to be delivered at King's Crescent will help to fund the delivery of new social rented homes within the scheme, the refurbishment of existing homes at King's Crescent, the new community facilities on the estate and wider genuinely affordable housing delivery across the programme.
- 1.3** Through this self-funded, self-delivery model we have already built 115 high quality homes for social rent and shared ownership in the first phases of regeneration at Kings Crescent, alongside major improvements to more than 100 existing homes and public spaces on the estate, by working in close partnership with the local community. These plans continue this approach to complete the transformation of the estate and deliver even more much-needed homes for Kings Crescent alongside clear benefits for existing residents.
- 1.4** Across all our new developments we are committed to maximising the number of genuinely affordable Council homes and I am delighted that, following design revisions and new funding secured from the Mayor of London, we can now provide 28 additional Council homes for social rent on top of the previous proposals.

2. GROUP DIRECTOR'S INTRODUCTION

- 2.1** The Estate Regeneration Programme is based on the delivery of mixed tenure developments. Based on current market conditions the Programme is forecast to be self-funding but each individual scheme is subject to robust financial viability testing. This report is seeking approval to commence the procurement of a contractor for Kings Crescent Phases 3 and 4. The process will ensure that the Council selects a contractor on the basis of both cost and quality. It also

allows for further detailed financial assessments to be undertaken prior to entering into formal contractual arrangements.

3. RECOMMENDATION(S)

Cabinet Procurement Committee is recommended to:

- 3.1 Agree to initiate a single stage tender process using the *Competitive Procedure with Negotiation* provided for within Regulations 26(4) of the Public Contracts Regulations 2015 for the construction of King's Crescent Phases 3 and 4. The project involves the construction of 219 homes including 28 for social rent, 75 for shared ownership, and 116 for outright sale, as well as a new community centre and commercial space.**
- 3.2 Note that with regard to the 75 shared ownership and 116 outright sale homes, the recommended procurement strategy requires the Council to make use of the authorities granted by Cabinet in the Sales and Marketing Framework report of the 18th July 2016 in respect of the direct development and disposal of those homes.**
- 3.3 Note the sales risk in relation to the 116 outright sale homes and the intention to market and sell these properties on a phased basis, subject to a market review and detailed sales and/or exit strategy for each phase.**
- 3.4 Grant authority to the Group Director of Neighbourhoods and Housing and the Group Director of Finance and Corporate Resources to implement the sales and marketing strategy for each phase and/or implement an appropriate alternative exit strategy.**

4. RELATED DECISIONS

- 4.1 At its meeting of 18th July 2011 the Council's Cabinet agreed the Estate Regeneration Programme. The Programme was updated and approved by Cabinet in March 2014 and again in October 2015. A further update was recently provided and approved by Cabinet in April 2019.**
- 4.2 At its meeting on the 18th July 2016 the Council's Cabinet agreed the Sales and Marketing Framework, authorising the Director of Regeneration to implement the Sales and Marketing Framework in relation to shared ownership and outright sale disposals for both the Estate Regeneration and Housing Supply Programmes, and authorising the Director of Strategic Property and the Director of Regeneration to dispose of leasehold and freehold interests in the shared ownership and outright sale homes developed or to be developed as part of those Programmes.**

5. OPTIONS APPRAISAL AND BUSINESS CASE (REASONS FOR DECISION)

- 5.1.1 This report outlines the process for procuring a main contractor using a Competitive Procedure with Negotiations procurement route and entering into a single stage design and build contract for King's Crescent Phases 3 and 4, a development project in the Brownswood Ward. The Council wishes to continue the phased development of King's Crescent as an exemplary housing, community and commercial scheme and to procure a main contractor to deliver the project. The contractor will be appointed to take the project forward from RIBA stage 3+.
- 5.1.2 The parcel of land to be developed at the King's Crescent site has been cleared since the last demolition in 2013. The development of the site represents an opportunity to complete the regeneration of King's Crescent which, apart from the introduction of new-build mixed tenure homes, also provides for refurbishment of existing blocks, improved amenity space, public realm improvements, replacement community space, new commercial space and new office/workspace.
- 5.1.3 King's Crescent Phases 3 and 4 comprise the following:
- 116 outright sale homes
 - 75 shared ownership homes
 - 28 social rent homes
 - Refurbishment works to existing blocks
 - A new community facility
 - 480m² of retail commercial space
 - 500m² of office/ workspace
 - Associated public realm and landscape works including improved facilities for play and recreation.
- 5.1.4 In addition to the works described in 5.1.3 the Council are considering adding general repairs, maintenance and component renewal to the package of works in line with the provisions of the Housing Asset Management Strategy, to include external works, works to communal areas and works to specialist mechanical and electrical services as identified by condition surveys to be undertaken prior to works commencing. The budget for this work, allowed for in the Housing Asset Management Strategy, will be apportioned to this Regeneration scheme. This approach ensures a joined-up approach to capital investment, reduces overall disruption to residents and should offer better Value For Money (VFM) to undertaking works separately.
- 5.1.5 An outline application for the refurbishment of existing buildings and the erection of new buildings ranging from 4 to 12 storeys equating to a maximum of 765 residential dwellings, retail, café/restaurant, community centre, and a multi-use games area was given Planning Consent on 26 November 2013 (Planning Ref 2013/1128). Phases 1 and 2 comprised 79 social rent, 36 shared ownership and 158 outright sale new build homes, the external refurbishment of 101 existing homes and 629m² of retail/cafe/restaurant space together with associated landscaping. Phases 3 and 4 were granted in outline with all matters reserved apart from an estate access road. The outline element provided

parameters for a series of new blocks, external refurbishment of 174 existing homes and a further 500 m2 retail/cafe/ restaurant/leisure space and 240m2 of community centre floorspace.

- 5.1.6 A detailed planning application for Phases 3 and 4 was submitted in May 2019. As part of this submission the Council will be seeking to increase the amount of housing to be delivered in comparison to the masterplan and set down in the Overarching Estate Regeneration Programme Unilateral Undertaking (UU) which was agreed by the Planning Sub-Committee in April 2014. The consented mix for Phases 3 and 4 was 79 shared ownership and 138 outright sale homes. The new planning application is seeking permission for 219 homes, representing an increase of 2 homes. The overall mix of homes has been improved to include 28 additional social rent homes. There are also 4 less shared ownership homes, and 22 less outright sale homes.
- 5.1.7 Bidders will be required to offer a single contract price for building out the whole of the scheme. A period of negotiation based upon prescribed criteria, defined by Hackney Council, has been built into the procurement process. The form of contract to be used will be a JCT Design and Build Contract with Hackney Council amendments.
- 5.1.8 A construction cost plan has been prepared for the Council by its Quantity Surveyor (QS), Potter Raper Partnership, setting out the estimated costs of construction. Please refer to Exempt Appendix 1.
- 5.1.9 The estimated costs are based on RIBA Stage 3 (planning application stage) proposals. A pre-tender stage estimate will be based on developed designs (Stage 3+) and is due to be completed in September 2019. The anticipated construction cost will therefore be finalised at the end of this process and may vary from the estimated cost in Appendix 1.
- 5.1.10 The cost of the scheme will be funded from sales receipts of the outright sale properties, the first tranche equity sales of the shared ownership properties, and the future rental income from the social rented and shared ownership properties. In line with the Programme's portfolio approach, the projected scheme surplus will be used to cross-subsidise the Programme.
- 5.1.11 It is recommended that the Council will act as developer for the outright sale and shared ownership homes, marketing and disposing of them in line with the Council's approved Sales and Marketing Framework.
- 5.1.12 With 116 outright sale properties currently valued at £67.5m, this exposes the scheme, programme and the HRA to an increased financial risk. In addition, the 75 shared ownership properties are currently valued at £43.56m, with forecast first tranche equity sales of £15m. To spread this sales risk it is intended to phase the release of the outright sale units.
- 5.1.13 A market review and marketing strategy will be produced for each sales phase, with authority to proceed to market properties delegated to the Group Director

of Neighbourhoods and Housing and Group Director of Finance and Corporate Resources.

- 5.1.14 Under the General Consent 2013, the Council only has powers to sell dwellings to purchasers who do not intend to immediately sub-let. This potentially limits the pool of available purchasers. If the Council wishes to complete disposals to individual investors or private rented sector operators, an application to the Secretary of State would be required. A review of these options will be considered in the sales strategy for each phase. This will only be considered as part of a risk management strategy as the Council's preference remains to sell homes to owner occupiers.
- 5.1.15 At current market values only a proportion of the outright sale homes would be eligible for buyers under the Government's Help to Buy Shared Equity scheme. This scheme has significantly benefited sales progress with recent schemes and therefore is a consideration. Also it should be noted that it is not known at present whether the government will continue funding Help to Buy after 2023.
- 5.1.16 Should sales not achieve the forecast values, or in the case of reservations been slower than expected, alternative strategies (as set out in the Risk Section below and which are not included in the current Sales and Marketing Framework) will need to be considered to maintain the viability of the scheme, Programme and HRA, some of which may require Cabinet approval.

5.2 Strategic Context:

- 5.2.1 The Council's Estate Regeneration Programme was agreed by Cabinet at its meeting on 18th July 2011. The Programme was updated and approved by Cabinet in March 2014 and again in October 2015. A further update was recently provided and approved by Cabinet in April 2019.
- 5.2.2 The Council's Sustainable Community Strategy (SCS) 2018-2028 has five priorities. A contribution to Priority 1: 'everyone can enjoy a good quality of life and the whole community can benefit from growth' is evidenced through the proposals to radically transform the vacant land, whilst ensuring that the surrounding buildings and open space are enhanced through new landscape work and building refurbishment. The inclusion of commercial space and specifically workspace within this scheme will contribute to the delivery of Priority 2: 'residents and businesses fulfil their potential...', increased local prosperity and contributes to community life'. Priority 3 : 'greener and environmentally sustainable community' is met through enhanced ecology and biodiversity with the associated landscaping on the estate, 600m² + of increased public open space and 16 additional trees on the estate, substantive measures to reduce carbon dioxide emissions, passive and active design measures to address overheating and energy demand for cooling, adoption of noise and waste mitigation strategies, the introduction of Sustainable Urban Drainage Systems (SUDS) and the link to the CHP system delivered in Phase 1

5.3 Preferred Option:

- 5.3.1 The estimated value of the work is over the EU threshold for works contracts and a procurement process compliant with The Public Contract Regulations 2015 (the Regulations) must be followed. Using the Competitive Procedure with Negotiation provided for within the Regulations is the recommended method of procuring the proposed building works. It enables the opportunity for a wide range of suitable contractors to tender, and also provides a method in which best value can be obtained in terms of both price and quality. Recent tenders using a restricted procedure failed to reach a satisfactory outcome as the market responded with non-compliant tenders that exceeded their pre-tender estimate. To resolve these issues the procurement was concluded with the use of a negotiated procedure without prior publication. To address the issue of non-compliant tenders and to ensure an efficient procurement programme the preferred approach is to use a Competitive Procedure with Negotiation route at the outset.
- 5.3.2 A soft market testing exercise was carried out in April 2019 requesting views on contractor's experience of a Competitive Procedure with Negotiation route as well as alternative approaches e.g. whether a single or two-stage D&B contract is preferred if a Restricted route was selected.
- 5.3.3 The recommendation reflects market knowledge and feedback from the soft market testing. The housing market is subdued resulting in a significantly more competitive tendering market as development (developing) contractors return to more traditional construction contracts. The extended Brexit deadline to October 2019 impacts the procurement approach as this is creating a significant amount of uncertainty. The incorporation of the negotiation stage within the procurement route affords tenderers and the council a degree of flexibility to negotiate on contract terms.
- 5.3.4 The Council proposes to act as developer for the outright sale and shared ownership homes and directly dispose of all relevant homes on a leasehold basis, subject to the review process detailed in paragraph 5.1. The Council's Sales and Marketing Strategy that has been developed and authorised by Cabinet enables the Council to market and dispose of shared ownership and outright sale homes directly to individuals. Using in-house expertise we can demonstrate value for money and ensure that the homes are marketed to the local community, giving people living and working in the borough priority to access a suitable home of their choice. The profile of Hackney Council as a developer of new homes for sale and the Hackney Sales brand is being strengthened with each project delivered. The Council's in-house sales team, Hackney Sales, can demonstrate a track record of success across a number of ERP projects including the initial phase of Kings Crescent, resulting in 87% of shared ownership homes being allocated to Hackney residents.
- 5.3.5 A cohesive, consistent in-house approach to sales and marketing provides a transparent and customer focused method for the delivery of projects such as

Kings Crescent Phases 3 and 4, which deliver new build outright sale and shared ownership homes that can be accessed by priority groups.

5.4 ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

- 5.4.1 Procurement of a contractor/developer and entering into a contract with them through a hybrid Development Agreement was considered as an option. This option was used to deliver Phases 1 and 2 of the regeneration proposals. A lease was granted to the developer for the outright sale element of the scheme and the social rent and shared ownership homes were delivered under an associated Design & Build contract.
- 5.4.2 The hybrid agreement reflected the council's risk profile at the time and, in particular, the financial constraints placed upon the Council from the HRA debt cap.
- 5.4.3 Whilst there was an advantage to transfer sales risk to the developer at this point of the programme, the disadvantage was that Council forfeited the full sales receipt and paid for the developer taking the sales risk. The hybrid agreement was rejected in this case to enable sales receipts to be maximised and furthermore to enable the Council to exercise exit strategies such as conversion from outright sale to shared ownership without restriction.
- 5.4.5 Procuring through a Framework was considered. However, this was rejected due to concerns about narrowing the market. The following were considered:
- i) South East consortium New Build & Refurbishment Framework (above £8 million) - This framework contains 7 contractors that could express interest and bid for this work, however only 2 contractors had the experience and capacity to deliver this type of development.
 - ii) Delivery Partner Panel 3 (DPP3) – This framework has been procured through a fully compliant Official Journal of the European Union (OJEU) process, and can be used to enable the efficient procurement of housing-led development on land owned by public sector bodies and Homes England. Although this framework has the breadth and depth of contractors experienced in this market, it is not available to London boroughs.
 - iii) London Development Panel 2 - This framework for residential-led development has been set up to support the London Mayor's ambition to accelerate housing development in London. Fundamentally the framework is established for developer contractors rather than D&B contractors hence this framework was not considered as suitable for the preferred procurement route.
 - iv) LCP major works frameworks – The London Construction programme major works framework is currently being retendered and has not been available for consideration.

5.4.6 The decision was taken to use the OJEU procurement route to give the widest range of suitable contractor/developers the opportunity to tender, and also provide a framework in which best value can be obtained in terms of both price and quality.

5.4.7 A soft market test of Competitive Procedure with Negotiation was undertaken along with the alternative option of the restricted procedure with a one or two stage tender process. The findings were that most contractors had experience of the Competitive Procedure with Negotiation route and were willing to tender on the basis of this route alongside a single stage D&B contract. General market intelligence suggests that the appetite for single stage is growing whilst that for two stage is declining.

5.5 Success Criteria/Key Drivers/Indicators:

5.5.1 King's Crescent will deliver new housing including homes for social rent, shared ownership and outright sale. The scheme also includes the refurbishment of 4 existing blocks and will deliver office/workspace, new commercial units and a community space. Completion of this phase of works will complete the entire regeneration of the estate.

5.5.2 Success will be measured by:

- Provision of well-designed new homes for social rent, shared ownership and outright sale;
- Provision of high-quality public, semi-public and private outdoor space;
- Meeting London Plan and Hackney Local Plan policy standards on energy by:
 - Reduction in carbon emissions against Building regulations Part L 2013 by 37.9% for residential, 26.7% for non-domestic (36.5% combined) achieved by
 - Enhanced U-values of walls, floors, roofs and windows;
 - Improved air tightness through reduced air permeability rates;
 - Reduced need for artificial lighting;
 - Incorporation of low energy light fittings;
 - Incorporation of mechanical heat and ventilation recovery system (MHVRs);
 - Incorporation of advanced lighting and space conditioning controls and;
 - Incorporation of heat and electricity consumption devices for individual homes;
 - Minimising internal heat generation through energy efficient design;
 - Reducing the amount of heat entering the buildings during summer through orientation of the glazing , external shading and the provision of internal blinds;
 - Consideration of the carbon dioxide emissions associated with gas-boilers;
 - Supplying energy efficiently by connecting the estate-wide CHP which will enable potential link-up with district heat network and;
 - Provision of photovoltaic panels (PVs)

- Achievement of BREEAM 'Excellent' rating on the community and commercial spaces.
 - Meeting London Plan and Hackney Planning Policy standards on sustainability by achieving:
 - Effective Resource Management
 - Re-use of vacant and developed land with an effective layout and scale;
 - Efficient design of the massing and internal layouts;
 - Enhanced ecology and biodiversity with associated landscaping;
 - Use of responsibly sourced materials with low embodied carbon and;
 - Specification of water efficient fittings limiting water consumption.
 - Adaptation to Climate Change
 - Provision of passive and active design to address overheating and demand for active cooling;
 - Incorporation of Sustainable Urban Drainage Systems measures to address future risks of flooding
 - Pollution Management
 - Adoption of a Site Waste Management Plan to reduce waste and pollution during the construction period
 - Adoption of suitable noise mitigation strategies including the provision of refuge areas for residents.
- A healthy and active community is fostered through the encouragement of walking and cycling;
- Delivery of a new community facility that is well used for the benefit of the local residents and surrounding community;
- The design creates a sense of place, adding to the local identity of the area;
- The new development is integrated into the existing community and environment;
- Tenders represent value for money , meeting the financial targets whilst maintaining qualitative standards;
- Delivery of employment, apprenticeship and training benefits;
- Delivery within the proposed programme;
- Optimisation of sales receipts from outright sale homes to assist with the delivery of social rent homes across the programme;
- Sales targets being met in relation to void times and values, with shared ownership allocations prioritised to applicants from the borough.

5.6 Whole Life Costing/Budgets:

- 5.6.1 The Council's Estate Regeneration Team have developed, in consultation with Housing Services, a standardised Design Specification for the new build homes and landscaping that will be delivered by the Estate Regeneration Programme.
- 5.6.2 The Council will take on the management and maintenance of the new homes once complete. In approving the design specification Housing Services have considered both the requirements and the costs of future maintenance and management. These costs are built into the wider HRA Business Plan.

5.6.3 The new workspace/office and commercial spaces will be marketed. The options for the workspace are to either market to workspace providers or for Property Services to lease the units directly.

5.7 Policy Context:

5.7.1 The regeneration of housing estates and their wider neighbourhoods is a key objective of the Council. In July 2009 the Cabinet agreed a report titled 'Housing Renewal Programme New Development Strategy' which set out a new approach to housing regeneration. This report was followed up with the Cabinet's approval of the Council's Estate Regeneration Programme in July 2011, which was subsequently updated and approved by Cabinet in March 2014 and again in October 2015. A further update was recently provided and approved by Cabinet in April 2019.

5.8 Consultation/Stakeholders:

5.8.1 Extensive consultation has taken place with existing residents on the estate and those from the neighbouring area during the design and planning process. This comprised:

- 2 lessons learnt workshops;
- 3 themed workshops;
- 2 residents visits (to a community facility and comparable estate regeneration);
- 1 focus group interview; and
- 4 public consultation events.

5.8.2 The main forum to provide residents information regarding the regeneration proposals is the Residents' Steering Group (RSG). Residents from the group have received training on the construction procurement process and will participate in the procurement of a contractor. There has also been considerable consultation with residents and the RSG on the scheme design.

5.8.3 The Sales and Marketing team have been involved throughout the design process, providing comments on all aspects of the proposed design which may impact on the sales outcomes. Specifically, the positioning of both tenures to maximise sales values, balance affordability of shared ownership and ensure compliance with lender requirements. Attention has been paid to the marketability of the proposed internal layouts which should maximise light and views and deliver uncomplicated living and circulation spaces. The team considers that overall the project will deliver a good mix of typologies.

5.8.4 The Council's Property Services and Area Regeneration team have been involved in the design as well as the sales and marketing strategy for the commercial space and workspace.

5.8.3 As part of the planning process a statutory consultation is being undertaken.

5.8.4 Key stakeholders involved in the regeneration have been:

- Council officers from Estate Regeneration, Area Regeneration, Housing Services, Finance, Procurement, Property Services and Sales & Marketing;
- Residents from King’s Crescent;
- King’s Crescent Residents’ Steering Group; and
- Ward Councillors.

5.9 Risk Assessment/Management:

5.9.1 The cost of the construction works and the income received from the sale of the shared ownership and outright sale homes are the major elements of the overall project finances and factors relating to these are therefore the key risks that need to be mitigated and managed throughout the project.

Risk	Likelihood	Impact	Overall	Action to avoid or mitigate risk
	L – Low; M – Medium; H - High			
Planning consent is not granted.	L	H	M	<ul style="list-style-type: none"> • Regular engagement during design process with Planning. • Planning consultant, architect and project manager will liaise with planning team during the application process. • Regular regeneration team liaison with ward councillors with respect to any residents’ concerns.
Lack of market interest if the Council is the developer (may prefer the opportunity to achieve profits from sale themselves).	M	M	M	The Employer’s Agent has undertaken a soft market testing exercise and confirmed sufficient interest in the tendering opportunity.
Tenders returned over budget.	M	M	M	The Employer’s Agent cost plan has been completed using BCIS data, benchmarking against comparable scheme tenders within the Council’s

				<p>programme and in the wider social housing market.</p> <p>The procurement route allows for a formalised negotiation process where potential value engineering options can be considered in relation to the items for negotiation.</p>
Contractor going into liquidation during construction	L	H	M	<p>Answers to SQs and financial checks will be carried out prior to selection and will establish bidders' financial capacity to undertake the works. Updated information will be requested if there are any delays encountered close to the start of contract e.g. Dunn and Bradstreet financial status reports. Regular checks throughout the contract period will also be carried out.</p>
Unable to sell all of the outright sale homes and generate the expected or required income for the Council	M	M	M	<p>There will be an option to phase the sale of the outright sales homes through the construction phasing. The sales and marketing strategy also has a series of exit strategies to assist in this scenario e.g. outright sales homes can be 'flipped' to shared ownership in the event of significant sales downturn.</p>
Unable to sell all of the shared ownership homes and generate the expected or required income for the Council	L	M	M	<p>Shared ownership could be converted to PRS/HLR should the property market not be suitable for large scale disposals.</p>
Contractual risk due to	L	L	L	<p>The legal implications of</p>

untested Hackney amendments to JCT D &B 2016				any new amendments or unamended JCT contract clauses will be fully explored by expert legal advice and tested with a wide range of consultant employer's agents before agreement.
Failure of the procurement process causes delays presenting a reputational risk.	L	M	M	There is a breadth of experience of the procurement route amongst the legal team Employer's Agent and procurement team. The procedure has been soft market tested. The key negotiation points will be pre-determined and the associated programme will be carefully considered.
Option to tax the blocks containing the commercial space, particularly the B1 workspace, restricts the ability to attract start-ups, risking the lettability of the space.	M	L	L	Model the impact of reducing rents to accommodate the VAT potentially chargeable on the B1 workspace.

5.10 Market Testing (Lessons Learnt/Bench Marking):

5.10.1 The Council's Employer's Agent, (Potter Raper), have undertaken soft market testing with a selection of contractors. Their findings indicate that there is significant interest from contractors which would tender for this scheme as a single stage design and build contract. The same contractors have indicated both experience of, and an appetite for, the Competitive Procedure with Negotiation procurement route. This will be consolidated by a SQ process.

5.11 Savings:

5.11.1 The project will deliver new high quality mixed tenure homes, external refurbishment of 4 blocks, commercial space (including workspace) and community space, and will therefore contribute to the regeneration of the borough. This will provide better value for money for Hackney residents and

provide the basis for the Council to continue delivering a cost effective housing management and maintenance service.

6. SUSTAINABILITY ISSUES

The Sustainable Procurement Policy, Strategy and Guidance (“PSG”) supports the priorities to achieve balanced, sustainable communities and neighbourhoods which celebrate their diversity and share in London’s growing prosperity enabling a good quality of life for all. As a London borough the importance of working with our neighbours and contributing to regional and national sustainability goals to realise local benefits is recognised.

6.1 Equality Impact Assessment and Equality Issues

6.1.1 The recommended procurement route is to follow a Competitive Procedure with Negotiation fully compliant with the Regulations. The process of advertising the project through a Contract Notice in OJEU is in itself the fairest way to attract the interest of all construction firms capable of undertaking the works. With respect to Equality and Diversity the selection questionnaire (SQ) will establish the bidders’ track record and compliance with the Equality Act 2010. Disability discrimination compliance is included in the design specification to ensure that the contractor will deliver a compliant scheme.

6.2 Environmental Issues:

6.2.1 The estate will deliver a sustainability strategy that meets the relevant Council planning policy as well as meeting London Plan requirements. In meeting sustainable design and construction policy requirements the following design principles have been adhered to:

- Minimising carbon dioxide emissions across the site including the building and services such as heating and cooling systems;
- Avoiding internal overheating and contributing to the heat island effect;
- Efficient use of natural resources and systems in and around buildings;
- Minimising noise and pollution;
- Minimising the generation of waste and maximising reuse or recycling;
- Avoiding impacts from natural hazards including flooding;
- Ensuring the buildings are comfortable and secure for users, including avoiding the creation of adverse local climatic conditions;
- Securing sustainable procurement of materials, using local supplies where feasible; and
- Promoting and protecting biodiversity and green infrastructure.

6.2.2 The scheme efficiently uses land resources, optimising density whilst incorporating a network of generously-sized amenity space, reintegrating the estate surrounding streets and open public spaces. The scheme has been designed with high levels of glazing to allow for sufficient levels of daylight and

sunlight. In the construction phase the impact of operations will be minimised through the adoption of best practice measures, formalised in a Construction and Environmental Management Plan. The adverse impacts of surface water flooding will be minimised through the adoption of a comprehensive Sustainable Urban Drainage Strategy. The scheme will incorporate a wide array of features to enhance and protect biodiversity.

6.2.3 The scheme has been designed to minimise energy demand through an enhanced building fabric, minimising heat loss through air infiltration, reducing reliance on artificial lighting, utilising low energy lighting, and the use of mechanical ventilation and heat recovery (MHVR). The buildings will be connected to a site wide heat network which incorporates an energy centre built during the first phase supplied by combined heat and power (CHP) and high efficiency boilers.

6.2.4 The contractor will be required to fully comply with the Site Waste Management Plan (SWMP) Regulations 2008. Appropriate methods of waste minimisation and the consequent economic, technical and practical implications will need to be reported. The SWMP will set targets for waste reduction and recovery and be required to demonstrate how the targets will be achieved, the actual levels of waste reduction and recovery will be monitored for comparison with the targets. The targets will include:

- A maximum of 15% of waste to be disposed as landfill;
- Not less than 10% of the total material value to be derived from reused and/or recycled content.

6.3 Economic Issues:

6.3.1 The Unilateral Undertaking will specify the obligations for meeting and reporting on specific local labour and training targets. In Phases 1 and 2 the Unilateral Undertaking required a minimum of 25% of the workforce as local labour. There were obligations to:

- provide notification of all vacancies for employees, self-employed and sub-contractors of employment or service arising from the construction;
- supply a detailed labour plan for the duration of the construction plan identifying what skills, employment and services are required;
- have an active programme for recruiting and retaining apprentices in trades such as bricklaying, carpentry, plumbing, electrical and plastering;
- employ at least one apprentice per £5million of construction contract value and to provide the planning team with written evidence documenting the programme of recruitment;
- have an active programme of recruitment and retention of adult improvers in the trades outlined above, employing at least one adult improver per £5 million of construction contract value, providing monitoring evidence to the planning team;

- seek approval for a written procurement plan detailing the goods, materials, services and works to be used during the construction phase; and
- provide a financial contribution of £3,750 per each £5 million contract value towards the cost of NVQ training courses.

A new Unilateral Undertaking will be agreed for the scheme containing similar obligations. In turn, these obligations will be incorporated into the build contract. In addition, bidders will be challenged as part of the procurement process to improve upon these requirements and set out how they will deliver these outputs and outcomes. A range of KPIs will be established relating to opportunities for local training and employment, and the use of source materials from local suppliers and manufacturers which will be monitored at monthly site meetings. In addition these KPIs are monitored at the Division's Housing Development Board.

7. PROPOSED PROCUREMENT ARRANGEMENTS

7.1 Procurement Route and EU Implications:

7.1.1 The recommended procurement route is to follow a Competitive Procedure with Negotiation procedure compliant with the Public Procurement Regulations 2015. The process of advertising the project through a Contract Notice in OJEU is in itself the most effective way to attract the interest of construction firms capable of undertaking the works. A contractor will be appointed through a two stage tender process: an initial Selection Questionnaire (SQ) followed by a negotiated Invitation to Tender (ITT). Responses to the first round evaluation will be assessed on 2 key elements:

- Fixed price lump sum for the works; and
- Qualitative submission.

7.1.2 SQ stage:

The SQ stage will examine:

- Eligibility to bid;
- Financial and economic capacity to undertake the project;
- Experience of working with residents;
- Experience of partnership working and delivery of mixed-use developments including high density, mixed-tenure housing commercial;
- Experience of undertaking refurbishment works with residents in -situ;
- Delivering high quality landscape and public realm; and
- Track record of good construction practices

7.1.3 Tender stage: tender documentation will include

1) Project Particulars

Description of works

- Project management organisation chart
- Design team composition;
- Estimated start date
- Employer's Requirements including design submitted to or agreed by the Planning Authority;
- Enhanced design details to protect design integrity and quality;
- Evaluation matrix;
- Site surveys; and

- Title plans for the site
- Preliminaries including Project Particulars and,
- Conditions of Contract

2) Pricing Document:

- Fully detailed contract sum analysis pro form

3) Qualitative Assessment:

Questions will be asked which will assess exactly how bidders intend to deliver this project. These will include:

- Integration with the local community
- Construction logistics
- Proposed project team
- Proposed design team and how design integrity will be maintained
- Delivering quality
- Health and Safety
- Sustainability (e.g. waste disposal)
- Construction programme
- Commitment to employment and training targets
- London Living Wage payment compliance

7.1.4 Evaluation:

The tenders received will be evaluated on the basis of a **70:30** price/quality ratio. Tenders will be assessed by the Evaluation Team (see paragraph 7.2.2). The financial information submitted in the Pricing Document will be assessed in order to verify the details of the tender, interrogate the bid made and examine the assumptions used.

7.1.5 Negotiation:

The second stage of the tender process will seek returns in response to the ITT documentation. If required there will be a limited number of rounds of negotiation followed by a final request for a best and final offer (BAFO) and a BAFO tender submission from the three contractors taken through to the second stage of the tender process.

7.2 Resources, Project Management and Key Milestones:

7.2.1 Project Team:

- Director of Regeneration
- Head of Estate Regeneration
- Project Manager
- Project Officer
- Architects: KCA/HHb//Muf Architecture
- Employer's Agent: Potter Raper
- Cost Consultants: Potter Raper
- Development Advisor: Carter Jonas
- Planning Consultant: Tibbalds

7.2.2 Evaluation Team:

- Project Manager
- Project Officer
- Design Manager
- Resident Representative
- Finance Team
- Employer's Agent: Potter Raper

7.2.3 Evaluation Team Advisers

- Procurement Category Lead and Category Manager
- Legal Services
- Property Services

7.2.4 The following Key Milestones are subject to factors such as the receipt of Planning Permission, no requests from tenderers for time extensions being granted, and compliant, suitable bids being received:

Key Milestones	
Business Case report to CPC	08/07/2019
Issue SQ	19/08/2019
Closing date for SQ	19/09/2019
SQ evaluation	20/09/2019-03/10//2019
Issue ITT	04/10/2019
Tender returns	13/12/2019
Tender Evaluation	13/12/2019-16/01/2020
Negotiated Tender Period	17/01/2020-28/02/2020
Contract Award Report considered at CPC	06/2020
Standstill Period	04/06/2020-17/06/2020
Sign contracts	09/07/2020
Mobilisation period	09/07/2020- 18/11/2020
Start on site	19/11/2020

7.3 Contract Documents: Anticipated contract type

JCT Design & Build Form of Contract 2016 with Employer's Requirements and Hackney Council specific amendments.

7.4 Contract Management:

The project will be managed by the Project Manager overseen by the Head of Estate Regeneration. The Council has appointed an Employer's Agent as Contract Administrator. The Employer's Agent will carry out monthly valuations of works completed on site and certify the value of these works. Weekly meetings will take place until the contract is on site. Thereafter monthly site meetings will take place. Decisions and change control will be undertaken at these meetings in line with agreed governance procedures, contract management policies, and the terms and conditions of the JCT Contract.

7.5 Key Performance Indicators:

7.5.1 The main KPIs will be set to monitor:

- Programme
- Budget
- Quality
- Waste management
- Employment and training targets
- Neighbour complaints - the contractor will be required to register the site with the Considerate Contractor's Scheme.

8. COMMENTS OF THE GROUP DIRECTOR FINANCE AND CORPORATE RESOURCES

8.1 There are no budgetary implications that follow the recommendations in this report.

8.2 The adoption of Design & Build delivery (as opposed to the 'hybrid Development Agreement' used previously) does have budgetary implications as the Council is responsible for sales and marketing costs. Depending on the success of the Council-led sales programme, all of these costs may not be capitalisable.

8.3 In addition, attached to the Design & Build approach is the risk that anticipated returns are not achieved.

8.4 However, the change of approach also obviates the need to account for a profit to the developer partner (typically estimated at around one fifth of the value of outright sale units) which would include the developer's own allowance for risk of a downturn in property prices.

8.5 This means that, so long as property price inflation does not reflect a fall of similar magnitude during the period of construction, the change of approach should be economically advantageous to the Council.

8.6 Furthermore, the Council has an additional disposal opportunity for a proportion of the outright sale units (to the wholly-owned property rental company) if, at the point they are marketed, expected returns are lower than forecast.

9. VAT Implications on Land & Property Transactions

9.1 The Council may choose to 'Opt to Tax' the development site with the benefit that irrecoverable VAT could then potentially be reclaimed.

9.2 With regards to the Council's current plans for the long term use of the site, the main disadvantage of Opting to Tax is that charges for services provided from commercial/community premises will generally incur VAT on outputs.

9.3 This could harm the prospects of new and/or small enterprises making use of on-site workspace provision that:

- do not generate enough turnover to qualify for VAT registration (in which case they will not be able to recover input VAT)

or;

- are registered for VAT, but for whom the charging of VAT on outputs means the price of their services are uncompetitive

9.4. Mitigation strategies to address the impact of applying or disregarding the Option will be considered during the discussion which will precede that decision.

10. COMMENTS OF THE DIRECTOR OF LEGAL AND GOVERNANCE SERVICES

10.1 The procurement process in this Report has been assessed as High Risk and therefore pursuant to paragraph 2.7.10 of Contract Standing Orders the approval to progress to market will be with Cabinet Procurement Committee.

10.2 The works to be procured in this Report are of an estimated value above the threshold for works of £4,551,413 under Regulation 5 of the Public Contracts Regulations 2015 and therefore it will be necessary to publish an OJEU notice in respect of the procurement of the works. It is proposed to use the Competitive Procedure with Negotiation under Regulation 29 of the Public Contracts Regulations 2015 to award the contract for such works.

10.3 Under the Competitive Procedure with Negotiation the Council will negotiate with tenderers the initial and all subsequent tenders submitted by them, except for the final tender, to improve their content. In doing so the

Council will need to ensure equal treatment of all tenderers and shall not provide information in a discriminatory manner which may give some tenderers an advantage over others. Notwithstanding the opportunity to negotiate with tenderers, it is possible for contracting authorities to award a contract on the basis of the initial tenders without negotiation where they have indicated that they reserve the possibility of doing so, and therefore the Council should reserve this right in the tender documentation.

10.4 The proposed procurement exercise in this Report has considered the requirements of and commitments made in the Council's Development Strategy approved by Cabinet on 29th April 2019 and, subject to approval, will assist the Council in delivering these objectives.

10.5 Legal Services will assist with the drafting of contractual and procurement documents for this matter as requested.

11. COMMENTS OF THE PROCUREMENT CATEGORY LEAD

11.1 This is a complex procurement that is above the EU Threshold for works and there are elements of the tender that, based on recent market experience, are likely to require negotiation with tenderers.

11.2. The areas that are subject to potential negotiation have been discussed in detail with the Project Team and the Council's Professional Advisors. They will be limited as far as possible and restricted to those areas where negotiation is necessary in order to manage delivery risk and to control and fix costs.

11.3 This will ensure that the procurement process will not be a disincentive to the market. Soft market testing has been undertaken to verify that this is the case.

11.3 It is therefore considered that the recommended Competitive Procedure with Negotiation is the most appropriate procurement route for this development project in the current market.

11.4 The tender process will be managed by the council's Procurement Team through the electronic tendering system in order to ensure that the procurement process is fully compliant with the Public Procurement Regulations (2015).

APPENDICES

Appendix 1 (EXEMPT) - Construction Cost Plan

EXEMPT

By Virtue of Paragraph(s) Part 1 of schedule 12A of the Local Government Act 1972 this report and/or appendix is exempt because it contains and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information relating to the financial or business affairs of any particular person (including the authority holding the information)

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required

Description of document (or None)

None

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<p>TITLE OF REPORT</p> <p>SPRINGFIELD PARK RESTORATION PROJECT</p> <p>CONTRACT APPROVAL</p> <p>Key Decision No. NH O80</p>	
<p>CPC MEETING DATE (2019/20)</p> <p>08 July 2019</p>	<p>CLASSIFICATION: Open with exempt appendices</p> <p>By Virtue of Paragraph(s) 3, Part 1 of schedule 12A of the Local Government Act 1972 appendices A-F are exempt because they contain Information relating to the financial or business affairs of any particular person (including the authority holding the information) and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>
<p>WARD(S) AFFECTED</p> <p>Springfield</p>	
<p>CABINET MEMBER</p> <p>Cllr Feryal Clark</p> <p>Deputy Mayor and Cabinet Member for Health, Social Care, Leisure and Parks</p>	
<p>KEY DECISION</p> <p>Yes</p> <p>REASON</p> <p>Spending and savings</p>	

GROUP DIRECTOR

Kim Wright (Neighbourhoods & Housing)

1. CABINET MEMBER'S INTRODUCTION

- 1.1 This report sets out recommendations to support the contractual engagement of Supplier A to deliver the Springfield Park Restoration Project.
- 1.2 The construction and restoration works will restore and bring back into use the Grade 2 Listed White Lodge, which is currently on the Historic England Heritage at Risk Register, and the associated Georgian Stable Block and walled garden. The White Lodge will be extended to provide additional space for the café servery which will allow the original layout of the two rooms facing the Park to be restored. A new community events building and courtyard will be built for community use and public hire which will bring additional income into the park and provide a much needed venue space in the local area. A new play area will also be built close to the White Lodge. All elements of the scheme have been subject to extensive consultation with the key stakeholders.
- 1.3 The project will also deliver landscaping improvements to the Park. Springfield Park is designated as a Regionally Important Geological and Geomorphologic Site (RIGS), a Site of Importance for Nature Conservation (SINC) and Local Nature Reserve so it is vital that the unique landscape and biodiversity is carefully restored and protected for future generations to appreciate and enjoy.
- 1.4 The National Lottery Heritage Fund (NLHF) have awarded a grant of £3.1m to the project for the works and revenue costs. The NLHF funding allocation for the capital works is £2,829,638, this coupled with the LBH contribution of £726,864, the Country House Foundation funding of £20k and the £150k anticipated funding from the London Marathon Trust gives a total budget for the works of £3,744,252. Once the construction and landscaping works are complete, a newly appointed Park Development Manager will deliver the Activity Plan, agreed with the NLHF, which will include the following:
 - Community Engagement Programme
 - Healthy Living Activities
 - Schools Engagement
 - Work Placements and Apprenticeships
 - Volunteering
 - Volunteer Training
- 1.5 In conclusion, the restoration of Springfield Park will not only save and improve it's historically important landscape and buildings, long term, it will make the Park more financially sustainable, create a space for the local community and park users to come together and deliver a whole host of activities that will encourage healthy living, help people into work and to gain skills for life.

2. GROUP DIRECTOR'S INTRODUCTION

- 2.1 Following a competitive procurement process, this report seeks approval to appoint a contractor to deliver the restoration project in Springfield Park.

The project will deliver the following:

- Restoration and extension of the Grade 2 Listed White Lodge
- Restoration of the Stable Block and conversion into lettable units
- New Community Events Building
- New Play Area
- Restoration of the ornamental pond
- Landscaping Improvements and a new planting scheme
- Pathways and entrance repairs

3. RECOMMENDATION(S)

Cabinet Procurement Committee is recommended to:

- 3.1 **Approve the appointment of Supplier A (as shown in Appendix C) to deliver Springfield Park Restoration Project. The scope of the project includes restoration of the Grade 2 Listed Buildings, including a new extension to the White Lodge, the construction of a new Community Events Building and the restoration of the Grade 2 Listed Park Landscape. The anticipated contract duration is twelve months therefore if it commences in August 2019 it will be completed by August 2020.**

4. RELATED DECISIONS

- **Springfield Park Restoration Project Business Case** – The decision to combine the construction and landscaping contracts and re-tender was approved by Hackney Procurement Board (HPB) 11 December 2018.
- **Springfield Park Restoration Project Business Case** – Approved by Hackney Procurement Board (HPB) 13 March 2018.
- **Unilateral Undertaking** relating to Springfield Park E5 9EF, executed under seal 5 September 2017.
- **Planning Permission Granted** – Ref. No 2017/0887, 5 September 2017.
- **Listed Building Consent Granted** – Ref. No 2017/0919, 5 September 2017.
- **Cabinet Report Springfield Park Restoration Project**, Key Decisions No. NH N46, endorsement of proposals, approval of HLF bid and match funding from the Council of £840k, 23 January 2017.

- **Delegated Report of The Corporate Director of Health and Community Services, April 2014.** Spend approval for £240k from earmarked resource within the 2014/15 capital programme. Approved 9 May 2014 by Kim Wright.

5. REASONS FOR DECISION/OPTIONS APPRAISAL.

- 5.1 This report requests the approval of CPC to award the contract to deliver the restoration of the buildings and landscape of Springfield Park.
- 5.2 Springfield Park is one of Hackney's finest green spaces and is listed as a Grade II park on the English Heritage Register of Parks and Gardens of Historic Interest. It also holds a Green Flag Award. The Park is well loved by the local community and is one of Hackney's gems. The buildings in Springfield Park are in urgent need of repair and major investment is required in order to stop them from degrading further, to fulfil their potential as community spaces and to become income generating assets which will help secure a more financially sustainable future for the Park. Although in better condition than the buildings, the Park's infrastructure is also in need of improvement and significant investment. Most significantly, the Council will not be able to harness the potential of the Park to deliver the range of learning, skills and health benefits through this project without significant investment in the Park's buildings, and the potential for the Park to generate revenue to sustain this uplift will be lost.
- 5.3 Springfield Park covers 16 hectares. It is bordered by the roads Spring Hill, Springfield and Upper Clapton Road (A107), and its easterly boundary is provided by the River Lea. The Park has a wide range of traditional amenity facilities, including a play area, tennis courts, a bandstand, a pond, outdoor chess tables and a table tennis table. It also accommodates four buildings, two of which predate the Park; Springfield Mansion (or White Lodge as it is sometimes known) and its stable block. The two other structures are a bowls pavilion and a horticultural glass house. Springfield Park is designated as a Regionally Important Geological and Geomorphologic Site (RIGS), a Site of Importance for Nature Conservation (SINC) and Local Nature Reserve.
- 5.4 In April 2013, MTW Consultants Limited were commissioned to carry out a feasibility study into the reuse of the main buildings in Springfield Park. The study suggested that given the state of the buildings, bringing them back into use would cost approximately £2.2m. As the Council only had a budget of £700k for Springfield Park at the time, it was recommended that a bid be submitted to the Heritage Lottery Fund's Parks for People scheme (now the National Lottery Heritage

Fund) to fund the necessary capital improvements. At the time, Parks for People, was one of the only funding programmes that could offer sufficient funding to meet the capital requirements of the project as well as being the best fit in terms of aspirations and outcomes of the project as a whole. Since the study was undertaken, £90k has been spent on repairs to the stable block roof.

- 5.5 In February 2015, the Council submitted a Stage 1 HLF bid and was awarded a Development Grant of £183,610. A separate commission was undertaken to appoint a team to deliver a Conservation Plan, which was a precursor for much of the Design Team's design work and key decisions. The contract value for this work was £18,970 plus £10,205 for supporting surveys.
- 5.6 In February 2017, the Council submitted a Stage 2 HLF bid and in July 2017 was awarded a grant of £3.146m towards the delivery phase of the restoration project. The Design Team appointed during the development phase were re-appointed to work on the delivery phase of the project.
- 5.7 The vision for the Springfield Park Restoration Project is to, "Celebrate and enhance the unique heritage, character and environment of Springfield Park, establishing and improving opportunities for recreation, learning and volunteering, and creating a lasting sustainable legacy for future generations".

To achieve this vision, the main objectives for the project are to:

- a. Bring the rich heritage over the centuries to life: Restore the heritage of the park and animate its history to visitors and the local community to instil a sense of pride and connection to the unique place Springfield Park is.
- b. Restore and enhance the park's infrastructure: Revitalise the planting in this important heritage parkland and ensure the highest quality maintenance and management of hard and soft landscape elements:
 - i. Protect and conserve the valuable natural heritage of the park: Revitalise and sustainably enhance the valuable habitats of the park through improved management that meets the council's Biodiversity Action Plan objectives, develop historically complimentary planting schemes around the White Lodge and other key buildings and public areas, and provide educational and volunteering opportunities for park users of all ages.

- II. Repair and restore the buildings: Undertake necessary works on the main heritage assets of the park to conserve and bring these into full use, ensuring the designing in of a range of future uses to support the community's health, education and recreation needs, and to increase sustainable income generation for the future to support parks.
- c. Increase use of the park and develop a wider audience through an improved heritage, recreational and educational offer: The project will increase use of the park itself and its facilities, including activities such as food growing, propagation and growing heritage plants, volunteering of various kinds, providing opportunities for education and to tackle health and wellbeing issues in the local community.
- d. Improve the accessibility and visibility of the park for the local community: The project will aim to increase visitor numbers by tackling barriers around use, access and the promotion of the park in the local area and wider borough.
- e. Foster a greater sense of community ownership and contribution to the management of Springfield Park: The project will consult and involve the local community and user representatives who will help with the decision making process and provide valuable feedback to evaluate the success of the project as it is developed and delivered.
- f. Generate income for the financial security of the park through the appropriate balance of commercial and non-commercial uses for park buildings and spaces: The project will aim to make good use of the restored buildings in providing valuable assets both for the community, education and local business.
- g. Encourage greater visitor numbers by improving the connectivity to the surrounding landscape: The project will establish connections to the surrounding landscape, especially the green spaces, nature reserves, blue corridors and reservoirs in the locality. Opening the park to the River Lea would be transformational and would help to make the park a destination for the local area as well as the borough and visitors from a wider area.

5.8 The project will deliver the following:

- Restoration and extension of the Grade 2 Listed White Lodge
- Restoration of the Georgian Stable Block and conversion into lettable units
- New Community Events Building
- New Play Area

- Restoration of the ornamental pond
- Landscaping Improvements and a new planting scheme
- Pathways and entrance repairs

- 5.9 This procurement has been carried out in accordance with the process approved by Hackney's Procurement Board in the project's detailed Business case (approved December 2018). The project tender value is below EU Procurement thresholds for works contracts.
- 5.10 The Business Case agreed a traditional procurement route to allow the Council to remain in ultimate control of the design in its entirety and to help increase cost certainty.
- 5.11 The decision to undertake a Restricted (two stage) tender was taken because the introduction of a Selection Questionnaire (SQ) enables project specific questions to be asked of the bidders with a view to reducing the number of contractors that can bid for the works and ensure that the contractors have the relevant qualifications and experience of working on Listed Buildings and in Parks. The top six bidders, based on their responses to the SQ were invited to tender.
- 5.12 The contract deliverables were enshrined within the tender documents and specifications that will form the contract. The contract will include the pre-construction information that will form the basis of the Construction Phase Plan for the works. This must satisfactorily address considerations of environmental protection and health and safety. The specification will also include specific provision around the protection of trees under the relevant British Standard.
- 5.13 In line with the Public Contract Regulations (PCR) 2015 and Council's Contract Standing Orders (CSOs), the tender was advertised on Contracts Finder and London Tenders Portal to ensure that we achieved the procurement principles of transparency, fairness and competition by offering the opportunity to as larger number of bidders as possible.
- 5.14 The overall cost and budget is summarised in Section 6.2.1 of this report.
- 5.15 The project will be funded by the NLHF Grant, The LBH Capital Budget, Section 106 monies and external funding. Should the London Marathon Trust funding application prove unsuccessful, the shortfall will be met by the Leisure and Green Spaces Infrastructure Budget.

5.1 ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

- 5.1.1 The option of doing nothing was considered however, this was not pursued as the buildings within the Park would have continued to decline and fall into further disrepair. In addition, any potential revenue generating opportunities to make the Park more sustainable would have been lost. It was decided in 2014 that an HLF grant offered the only realistic opportunity of addressing issues of long-term decline as the Council does not have the resources to pay for the substantial capital works required itself.
- 5.1.2 The option of appointing two contractors to deliver the construction and landscaping separately was considered and in fact initiated by the original Lead Consultant/Landscape Architect in 2018. The Lead Consultant felt that the nature of the construction and the landscaping works was so different that they should be managed by separate contractors. The Council went out to tender for the construction contract first and when the tender prices came back significantly over budget the project was put on hold. A value engineering exercise was undertaken and a new Lead Consultant and Landscape Architect were appointed. The new design team decided that it would be better, financially and practically, for one principal contractor to deliver the construction and landscaping works.
- 5.1.3 There is no framework available to the project team that would be suitable for the proposed contract.

6. PROJECT PROGRESS

6.1 Developments since the Business Case approval.

6.1.1 None.

6.2 Whole Life Costing/Budgets:

6.2.1 The overall project budget is summarised in the table below:

Capital Cost	£
Projected Construction and Landscaping Cost including Contingency of £225k	3,575,004
Total Professional Fees	121,028
Design Contingency	33,500
Surveys	14,765
Total Delivery Costs	3,744,297
Capital Funding	£
LBH Capital Budget	726,864
HLF Grant Minus Project Revenue	2,829,638

Costs (£3,146,037 - £316,399)	
Sec 106	17,750
Country House Foundation	20,000
London Marathon Trust	150,000
Total	3,744,252

6.2.2 All of the funding sources have been confirmed and secured apart from the £150k from the London Marathon Trust which is subject to an ongoing funding application. The outcome of the application will be known in July 2019. Should the funding application prove unsuccessful then the shortfall will be met from the Green Spaces Capital Infrastructure Budget.

6.3 SAVINGS

6.3.1 There will be no significant impact on cashable savings, though the Project Team sought best value for money wherever possible through the design and procurement process.

7. SUSTAINABILITY ISSUES

7.1 Equality Impact Assessment and Equality Issues:

7.1.1 There will be no adverse equality issues resulting from the restoration of the Park and the construction of the new facility. The buildings and landscaping will meet all relevant British Standards and Regulations and be compliant with the Equality Act 2010 (formerly Disability Discrimination Act 1995).

7.1.2 The Springfield Park Restoration Project will deliver a range of inclusive learning, skills and health benefits to the local community. There will be increased access and site information for all visitors, improved landscape and biodiversity for local interest groups including those serving homeless/elderly groups. Increased opportunity for educational programs for all ages. Play equipment will be installed to encourage families to use the Park.

7.2 Environmental Issues:

7.2.1 The demolition and construction work will have a potentially adverse impact on the local environment. Building on any green space brings with it a set of environmental implications such as the potential loss of green space and impact on local aesthetics. Additionally, any building project has implications for local liveability such as noise, dust and air pollution. These issues have all been fully assessed during the planning and Listed Building Consent process. Working hours will be

restricted and any disruption during the course of the works will be carefully managed, monitored and clearly communicated so that any disruption will be kept to a minimum.

7.2.2 A Conservation Management Plan was produced during the Development Phase of the project which identified the required environmental surveys. Ecologists were appointed to undertake Bat and Biodiversity surveys to ensure that the impact of the construction and landscaping on the wildlife and natural environment is minimised. The presence of bats was discovered during the surveys therefore a European Protected Species Mitigation Licence (EPSM) was applied for from, and granted by, Natural England. An Arboricultural Impact Assessment and Method Statement has also been produced to ensure that the impact on the trees in the park is carefully managed.

7.2.3 The Planning Conditions associated with the permission and Listed Building Consent required significant detail about how the project will be managed to reduce the impact on the environment such as noise surveys, further biodiversity surveys, a refuse and recycling management strategy, operational management plan, delivery and servicing plan, travel plan, parking plan, demolition and construction management plan and details of cycle parking, refuse storage, surface water drainage and rainwater harvesting.

7.2.4 The tender documents were written such that the contractors would have a good track record of environmental management and suitable environmental accreditations, for example be members of the Considerate Contractors Scheme. There is a potential for recycling of waste materials from the construction and demolition which could reduce project costs, the volume of waste materials going to landfill and the carbon footprint from manufacturing and transportation. In view of this, the tender ensured that the contract will include proper environmental procedures and during the work on site there will be regular monitoring include a requirement for the contractors to submit details of their proposal for the removal and disposal of any waste materials in a Demolition and Construction Management Plan. KPI's relating to the above environmental considerations, such as reporting on waste management and local sourcing of materials, will also be included in the contract.

7.2.5 Please see Exempt Appendix F for detailed information provided by Supplier A regarding Sustainability outcomes.

7.3 Economic Issues:

7.3.1 There will be no adverse economic impacts from the restoration of Springfield Park. The project will have a positive impact on the local

community as the existing park does not fulfil the needs of the local community in the Springfield ward.

7.3.2 The buildings are underused and largely closed due to their poor condition and the associated health and safety risks. The project will restore these buildings as spaces for the community and for local businesses. The restored stable block will be converted into four lettable spaces which will generate income for the park. The new community events building will be hired out for events, such as weddings, and will also generate income for the park. The new events space will be managed by the Councils Venues Team.

7.3.3 DBA Consulting, who were appointed to produce the Activity Plan and Business Plan for the project, have investigated the market potential for income generation and have forecast the following potential income from the new community events building:

- Based on low range occupancy: £39k year one, £73k year two and £117k in year three.
- Based on mid-range occupancy: £55k in year one, £114k in year two and £167k in year three.
- Based on high range occupancy: £80k in year one, £164k for year two and £224k in year three.

The stable block is going to be converted into B1 office space and will comprise of 4 units at 45m² each (500 sq. ft.). Based on discussions between DBA Consulting and the Council's Property Department, the forecast rent is £18-£22 per sq. ft. per annum plus £3 per sq. ft. per annum service charge.

7.3.4 Other potential income streams include external events, corporate social volunteering and sports pitch hire fees.

7.3.5 It should be noted that it was not possible to undertake apprenticeships as part of this contract due to the construction timescale being only one year. However the following requirement was included in the 'Economic and Added Value Sustainable Innovation' section of the qualitative assessment criteria:

Local Employment, Training and Added Value.

The Council seeks to encourage employment and training opportunities, arising from any commission, to benefit local residents and local businesses. In particular, the Council seeks to support vulnerable and disadvantaged sections of the community including women, BAME groups, disabled people and unemployed youth (18-25 years).

The response should shall include the following:

- Details of any proposals to positively impact (directly and through your supply chain) on the following key areas:
- Recruitment of labour from local communities and residents of the borough, including from disadvantage groups and its priority groups such as BAME communities; people with disabilities; unemployed youth (aged 18-24) and women.
- Other training and work experience opportunities, e.g. Advanced Health and Safety Training, plant training, personal developments and student (University and Secondary school) work experience placements, mentoring, learning opportunities for students, or other appropriate opportunities completed.

7.3.6 The preferred bidder A also confirmed that they will pay the London Living Wage at the applicable age and rate, as well as applying this to all firms in the their supply chain.

7.3.7 Please see Exempt Appendix F for detailed information provided by Supplier A regarding Economic outcomes.

8. TENDER EVALUATION

8.1 Evaluation:

8.1.1 The Invitation to Tender (ITT) was advertised on Contracts Finder and London Tenders Portal via Pro-Contract, the Council's e-procurement system, as a 2 Stage (Restricted) Tender. Stage 1, the pre-qualifying stage, consisted of a Selection Questionnaire (SQ) which bidders had to pass before being invited to tender.

8.1.2 The SQ and draft ITT documents were uploaded to ProContract on the 23rd January 2019. The submission deadline for the SQ was 7th February 2019.

8.1.3 In addition to the standard SQ questions that the contractors either passed or failed, the evaluation team produced project specific questions to evaluate the quality of the contractors. The headings and weightings of the project specific questions are listed below:

- Relevant experience 55%
- Stakeholder engagement 15%
- Managing risk 15%
- Time, cost quality 15%

8.1.4 Eleven compliant SQ responses were received and evaluated by the Client Project Manager, Lead Consultant/Architect and the Quantity

Surveyor. The SQ project specific question responses were evaluated individually then a moderation meeting was held with the Procurement Category Manager to moderate the scores. The six highest scoring bidders were subsequently invited to tender. The long list of the eleven bidders and their scores following the SQ evaluation can be found in Exempt Appendix A and the shortlist of six bidders can be found in Exempt Appendix B.

- 8.1.5 The six highest scoring bidders' financial status was checked by The Procurement Category Manager using the Dunn and Bradstreet (D&B) system. All six bidders had Low and Low-moderate risk of business failure.
- 8.1.6 The ITT was issued via Pro-Contract to the six highest scoring tenderers on the 2nd of April 2019 (ProContract system reference DN388404). A full Bill of Quantities was issued with specifications, drawings and associated appendices, such as surveys. Tenderers were given four weeks to formulate their bid submissions. The submission deadline was the 8th of April 2019.
- 8.1.7 The final contract award is based on the Most Economically Advantageous Tender (MEAT). The ITT evaluation criteria were divided between Quality (30%) and Price (70%).
- 8.1.8 As well as a completed pricing schedule the tenderers had to submit a qualitative response. The qualitative evaluation criteria headings and weightings are listed below:
 - Detailed Project Methodology 40%
 - Project Team 30%
 - Health and Safety 10%
 - Communication 10%
 - Economic Added Value and Sustainable Innovation 10%
- 8.1.9 Four of the six bidders submitted tender returns on time. Two bidders failed to submit bids. The first did not to submit a tender because they decided they would prefer to work as a landscaping sub-contractor on the project. The second bidder did not provide a reason for failing to submit a bid. We have requested feedback from them on the Portal.
- 8.1.10 The four initial tender return prices were over budget therefore a Value Engineering schedule was issued to all four bidders via the Portal. All four bidders completed the Value Engineering schedule and submitted revised prices and Forms of Tender.
- 8.1.11 The qualitative element of the four tenders were individually evaluated by the Client Project Manager, Lead Consultant/Architect and Quantity Surveyor. The evaluation team then met with the Procurement Category Manager to moderate the scores.

- 8.1.12 The four tenders were also technically reviewed by the Structural Engineer and Mechanical and Electrical Engineer. Tenders were checked for their accuracy in terms of the response to the supplied specifications. Where anomalies were found, such as omissions, tenderers were given the opportunity to clarify tenders and amend the information where necessary.
- 8.1.13 The pricing elements of each tender were analysed by the Quantity Surveyor. Please find attached the Tender Report (Exempt Appendix D) and the Value Engineering Report (Exempt Appendix E) produced by the Quantity Surveyor. The priced Bills of Quantities provided by each tenderer has been fully analysed for mathematical correctness and completeness. Any anomalies found within the tender submissions have been analysed and the tenders have been reconciled against each other to ensure that the final cost scoring represented a fair comparison between all submissions.
- 8.1.14 The final scores are summarised in the table below:

Tenderer	Quality Score %	Price Score %	Total Score %
Supplier A	22.9	70	92.9%
Supplier B	21.5	65.57	87.07%
Supplier C	21.8	61.28	83.08%
Supplier D	21.1	60.02	81.12%

- 8.1.15 The final scoring, including the breakdown of scores against each of the evaluation criteria, is provided in Exempt Appendix C.

8.2 Recommendation:

- 8.2.1 On the basis of the scoring information set out in section 8.1.14 of this report, the following recommendations are made:
- 8.2.2 Cabinet Procurement Committee is recommended to approve the appointment of Supplier A as the contractor to deliver the Springfield Park Restoration Project.
- 8.2.3 These recommendations are in line with the tender analysis report (Exempt Appendix D) and the Value Engineering Report (Exempt Appendix E). The reasoning for these recommendations is summarised below:
- 8.2.4 Supplier A is recommended for appointment due to the high scores against both cost and quality criteria, scoring 70% out of 70% for price and 22.9% out of 30% for quality.

- 8.2.5 Supplier A's tender pricing schedule was lower in cost than the other tenderers. The project team have explored and clarified this pricing to ensure that Supplier A has made a full and complete costing of all works. The financial standing of Supplier A has also been checked by the Council's Finance Officer.
- 8.2.6 Supplier A has confirmed their pricing for all elements and the project team is satisfied that the tender is compliant and all the items have been priced. The project's final budget makes provision for meeting any risks through the inclusion of suitable contingencies. This provision is reflected in the project budget.
- 8.2.7 In terms of Supplier A's qualitative response, the supplier was ranked number 1 out of the four bidders and they scored 3 and above for all of the criteria set out in section 8.1.8 – ~~8.1.9~~ of this report. In accordance with the ITT, this demonstrates that the project team consider that the tendered proposal would deliver the proposed programme of works effectively and in accordance with the Council's requirements, including all aims and objectives set out in the Business Case.
- 8.2.8 It should be noted that no provision has been made for a performance bond based on the advice of the Council's Legal Team. A parent company guarantee (PCG) will be required for the conservation and restoration contract (Contract 1) if the contractor has a main parent company.

9. CONTRACT MANAGEMENT ARRANGEMENTS

9.1 Resources and Project Management (Roles and Responsibilities):

9.1.1 The Project Design Team consists of the following members:

- Lead Consultant and Architect – Pringle Richards Sharratt (PRS) Limited
- Landscape Architect – Dominic Cole Landscape Architects
- Structural Engineer – Rodrigues Associates
- M+E Engineer – SVM Consulting Engineers
- Quantity Surveyor – Greenwood Projects

9.1.2 Client side project management will be carried out by LBH Project Managers attached to the Leisure and Green Spaces Projects Team within the Neighbourhoods and Housing Directorate. The project will be managed internally via a Project Board led by Senior Management Team members. The Project Sponsor is the Head of Libraries, Leisure and Green Spaces. The internal Client Project Manager will report to the Project Board and provide monthly progress reports. The project managers will be responsible for ensuring that the Board is serviced with information relating to progress against agreed targets and key

risks and issues. All major strategic decisions will be referred to the Project Board for approval.

9.1.3 The Lead Consultant (Pringle Richard Sharratt (PRS) will act as Technical Project Manager for the whole project, they will be responsible for the day to day delivery and act as Contract Administrator. This will include the issuing of all related certification, consideration of claims and the issuing of all instructions on behalf of the Council as client in relation to any variations to the project deliverables.

9.1.4 The Quantity Surveyor (Greenwood Projects) will be responsible for all liaison with the contractor with respect to the assessment of applications for payment and issuing of valuations to the architect.

9.1.5 The Mechanical and Electrical Engineer (SVM Consulting Engineers) and Structural Engineer (Rodrigues Associates) will be responsible for all quality checks in relation to the electrical fit out and commissioning and the structural integrity of the completed buildings.

9.2 Key Performance Indicators:

Main KPI Targets Set	Monitoring
1. Cost: To not allow the project cost to increase beyond budget expectations.	Monthly progress reports from the Contractor, monthly budget reports from the Quantity Surveyor and monitoring by the Lead Consultant, Architect and Project Manager.
2. Time: To deliver the construction, restoration and associated landscaping on time.	Monthly progress reports from the Contractor and monitoring by the Lead Consultant, Architect and Project Manager.
3. Quality: To ensure that all Planning Conditions are met, that the relevant British Standards are met and that the construction and restoration is delivered as per the specification.	Monthly progress reports from the Contractor and monitoring by the Lead Consultant, Architect and Project Manager.
3. Complaints and Freedom of Information Requests (FOI's): To track and respond in a timely manner.	Formal and informal complaints and FOI's logged and responded to in 'Infreemation' system by the Project Manager.
4. Environmental: To ensure the guidelines set for the protection of biodiversity, wildlife and trees and that the sustainability KPI's included in the contract are met.	Monthly progress reports from the Contractor and monitoring by the Lead Consultant, Architect and Project Manager.
5. Equality: To ensure that all	Monitoring by the Lead Consultant,

buildings and landscaping meet the relevant British Standards and Regulations and are compliant with the Equality Act 2010.	Architect and Project Manager.
6. Employment Opportunities: To ensure that the contractor provides work experience and training opportunities.	Monthly progress reports from the Contractor.

9.2.1 These KPIs and this contract meet the Neighbourhoods and Housing Directorate’s vision of creating sustainable, high quality, safe, accessible and attractive neighbourhoods shaped by good planning and design. This contract also meets one of the Mayor’s 5 priorities which is to prioritise quality of life and the environment and protect our parks and green spaces.

9.2.2 The project’s success will also be defined by whether the outcomes set by the National Lottery Heritage Fund are delivered to budget and on time. The NLHF grant conditions state that the approved purposes must be delivered by 29th October 2021. Due to the significant delays to the project we have applied to extend the deadline to June 2024 to allow sufficient time for the activity programme to take place after the construction work is completed.

9.2.3 The LBH Project Manager will provide progress reports and financial claims to the NLHF on a quarterly basis. The success of the contract will be measured against the NLHF approved purposes listed below:

- Capital works to Grade 2 Listed White Lodge comprising conservation and restoration of the entire building, clearing of the café servery, park’s office and toilets from the principal principle reception rooms, a new lift, gallery and exhibition space. Parks office relocated to the first floor.
- New two story extension to White lodge to accommodate toilets on the lower-ground floor and the new café servery and kitchen area on the upper-ground floor.
- Restoration of the Georgian stable block, and conversion into business starter units and a meeting room.
- Restoration of the remaining walled garden fragments and recreation of the original line of the wall.
- Removal of the 1970’s derelict greenhouses and replacement with approximately-designed new build, community events space and courtyard (adding 200m2 additional outdoor space).
- Restoration of the Sexby re-designed ornamental pond including de-silting and edge repairs. Implementation of new Management & Maintenance Plan to support key features including the acid grassland.
- Repair and redecoration of the bandstand and seating shelter.
- Entrance and path repairs.

- Preservation of key view lines by carefully targeted tree removals.
- New play facilities adjacent to the café in the White Lodge.
- 3 year, 9 month activity programme as set out within the Activity Plan, including: Community engagement programme, healthy living activities, interpretation, schools engagement, work places and apprenticeships, volunteering, volunteer training and capacity building for the Springfield Park User Group (SPUG).

10. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

- 10.1 The report recommends awarding the tender to contractor A, who achieved the highest quality score and submitted the cheapest bid. The funding and budget for the award has been secured mainly through a £3.1m HLF bid, the only element unconfirmed is £150k of London Marathon Trust funding which will be announced in July. If unsuccessful, this will be substituted with any underspend in the project contingency or parks infrastructure capital budget.
- 10.2 Following restoration the park has potential to generate £100-150k of additional income which is considered alongside the additional revenue activities/costs in the HLF application and funding.

11. VAT Implications on Land & Property Transactions

- 11.1 Not Applicable.

12. COMMENTS OF THE DIRECTOR OF LEGAL AND GOVERNANCE SERVICES

- 12.1 The works comprising the Project in this Report were assessed as Medium Risk and therefore in accordance with Contract Standing Order 2.5.3 were approved at Business Case by Hackney Procurement Board on 11th December 2018. However the value of the proposed contract to be awarded in this Report is in excess of £2m and therefore this Report is being submitted to Cabinet Procurement Committee for approval pursuant to Contract Standing Order 2.7.7.
- 12.2 The works in the contract to be awarded are of a value below the threshold for works under the Public Contracts Regulations 2015 of £4,551,413 so it was not be necessary to publish an OJEU notice. It was, however, necessary to ensure that the procurement process undertaken complied with the principles set out in Regulation 18 to treat bidders equally and without discrimination and act in a transparent and proportionate manner. Details of the procurement process are set out in this Report.

12.3 Subject to approval, Legal Services will assist with the drafting and execution of a suitable works contract as requested in due course.

13. COMMENTS OF THE PROCUREMENT CATEGORY LEAD

13.1 This procurement has been undertaken in close liaison with the Construction and Environment Procurement Team and tendered by them through the Council's e-tendering system.

13.2 This is the second time that this project has been tendered and the procurement route and detail of the specification and contract have been given very detailed consideration.

13.3 The procurement has been carried out in accordance with the Business Case submitted to HPB on 13.3.18 and is fully endorsed

APPENDICES

Exempt Appendix A – Long List of SQ Bidders and Scoring

Exempt Appendix B – Short List of ITT Bidders

Exempt Appendix C – Detailed Costing and Scoring

Exempt Appendix D – Quantity Surveyor Tender Report

Exempt Appendix E – Quantity Surveyor Value Engineering Report

Exempt Appendix F – Information regarding Sustainability and Economic Issues Provided by Supplier A

EXEMPT

By Virtue of Paragraph 3, Part 1 of schedule 12A of the Local Government Act 1972 this report and/or appendices are exempt because they contain information relating to the financial or business affairs of any particular person (including the authority holding the information) and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required

NONE

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Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers

CONTRACT AWARD REPORT

Key Decision No. CACH P77

CPC MEETING DATE

8 July 2019

CLASSIFICATION:

By Virtue of Paragraph(s) 3, Part 1 of schedule 12A of the Local Government Act 1972 appendix A is exempt because it contains Information relating to the financial or business affairs of any particular person (including the authority holding the information) and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

WARD(S) AFFECTED

All

CABINET MEMBER

Councillor Feryal Clark

Deputy Mayor and Cabinet Member for Health, Social Care, Transport and Parks

KEY DECISION

Yes

REASON

Affects Two or More Wards

CORPORATE DIRECTOR

Anne Canning, Group Director Children, Adults and Community Health

CABINET MEMBER'S INTRODUCTION

- 1.1 Caring for a loved one can be a positive and rewarding experience. It is estimated that 1 in 10 people of all ages in the UK are carers providing £132 billion worth of care and it is anticipated that this number will continue to rise.
- 1.2 London Borough of Hackney greatly values the contribution carers make and remains committed to supporting and empowering them to continue the essential work they do and live fulfilled lives for years to come.
- 1.3 As agreed by the Committee at its meeting in February 2019, this procurement of a single contract will ensure that prevention, early intervention and outreach services are available for unpaid adult carers who are providing invaluable support to residents in the Borough.
- 1.4 This service is a testament to this commitment and will deliver a service that focuses on supporting carers to maintain their caring role, live independently, and achieve good health and wellbeing. This is done by the early identification of carers needs and exploring universal and preventative provision, alongside their individual strengths and assets, to support them.
- 1.5 Co-production has been, and will continue to be, a key focus of both this service and the wider offer to unpaid adult carers. A Carers Co-production group was established in 2018 to enable ongoing, consistent and meaningful involvement with the redesign project throughout all stages.
- 1.6 The group has been involved from the start of the project, and so far has informed the approach to consultation, helped develop the service specification, written a method statement presentation question for the bidders to respond to and scored that presentation alongside the core evaluation panel. Through ongoing meetings, the group will continue to ensure the carer's experience remains central to the redesign.
- 1.7 The option to bring this service in-house was considered in detail as part of the business case, with the committee agreeing that an outsourced model represented best value at this stage.
- 1.8 This service will ensure the Local Authority meets its statutory duty under the Care Act 2014 as well as ensuring the service is flexible to allow it to accommodate for any future changes in legislation, policy and practice.
- 1.9 In line with our programme to integrate health and social care systems locally, this redesign will help the Prevention workstream to achieve its aim of developing "system wide plans for health and social care organisations to work in a more integrated way to identify and support carers."
- 1.10 The new service will also deliver on the Mayoral commitment to promote independence in adult social care and deliver high quality services to those who need support.

2. CORPORATE DIRECTOR'S INTRODUCTION

- 2.1 This report seeks approval to award a contract for a Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers in the London Borough of Hackney.
- 2.2 The following definition is being applied to adult carers referred to within this Contract Award Report:
- A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or addiction cannot cope without their support.
 - An adult carer is someone aged 18+ who cares for someone aged 18+.
 - The carer does not have to live in Hackney however the person they care for must.
- 2.3 The service is targeted towards supporting adults caring for residents of Hackney to continue their caring role. The procurement process has ensured that the service will be good-quality, person-centred, flexible, accessible, efficient, fit for the future and increase the quality of life for carers in their local community.
- 2.4 The service described within this report will dovetail with the 'Longer Term and Targeted Support' service, as detailed in the February 2019 Business Case, that will be delivered between London Borough of Hackney and our strategic partner East London Foundation Trust. This in-house service shall undertake statutory carers' assessments, reviews, support planning and support to meet any identified eligible needs including the provision of self-directed support through direct payments.
- 2.5 The contract is due to commence on 1st October 2019 and will be three years in length, with the option to extend for a further "one plus one" years.
- 2.6 A Carers Partnership Board shall be developed, comprising internal and external stakeholders to review the effectiveness of the redesign and to develop a carers strategy. The board members will also include those partners that are currently members of the Carers are the Bedrock Partnership, because they have extensive knowledge and expertise of working with carers for many years.

3. RECOMMENDATION(S)

- 3.1 Cabinet Procurement Committee is recommended to award the contract for the Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers to Provider A. The provision will cost a total amount of £576,039 for a period of three (3) years with an option to extend for a further two years (3 + 1 + 1 years).

4. RELATED DECISIONS

- 4.1 Cabinet Procurement Committee agreed to the procurement of this service on 11 February 2019. A reference to the Business Case can be found at the link below:

Re-tendering of Services for Unpaid Adult Carers Key Decision No. CACH P63
<http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CId=113&MId=4341>

5. REASONS FOR DECISION/OPTIONS APPRAISAL.

5.1 London Borough of Hackney undertook a review of its support services for unpaid adult carers service to create a new service based upon feedback from stakeholders, experience with the current service and most importantly carers themselves.

5.2 The service and wider offer for carers shall aim to meet the following vision, which has been co-produced with carers:

“To work in partnership with carers to empower and support them to make informed choices that enable them to care, stay healthy, and to lead fulfilled lives.”

5.3 The service shall aim to meet the following principles, which have been co-produced with carers:

- A good-quality, person-centred, flexible and accessible service that supports the needs of all carers in or out of the borough.
- Provide a clear offer of the support available.
- Proactive outreach in the community.
- Clear and correct information that is shared appropriately to all parties.
- A smooth journey for carers through services.
- An effective, timely and reliable carers’ assessment.

5.4 The purpose of the service is to support an estimated 2,270 carers per annum, however volumes should be flexible to meet demand. It is anticipated that demand will increase through a proactive and evolving programme of outreach work across the borough to raise the profile of services available and identify ‘hidden’ and ‘hard to reach’ carers in a proactive manner. This shall be monitored for effectiveness through contract management procedures. Details of the proposed Key Performance Indicators for this service can be found at Appendix 1.

3 Conversations Approach

5.5 As part of Adult Services ‘Promoting Independence’ transformation programme, it was agreed that a revised approach to social work practice was required that emphasises a personalised and ‘strengths based approach’. In this model, known as “3 Conversations”, practitioners focus on the strengths and assets of individuals as well as their wider networks and community, rather than just their needs and challenges. It is anticipated that this approach will change the way in which care and support is provided across Adult Services.

5.6 The service within this report aims to complement the “3 Conversations” model. The ‘Prevention, Early Intervention and Outreach’ service element will deliver the ‘Conversation 1’ function to focus on early identification of needs, exploring universal and preventative provision and individual strengths and assets, before considering any referral to longer-term social care provision.

5.7 Further details about the “3 Conversations” approach were submitted to Cabinet Procurement Committee as part of the business case for this service in February 2019.

Anticipated Benefits

5.8 This report proposes that the Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers will deliver the following key benefits to the Council (as outlined in previous business case):

- An external provider(s) can be closer to the community and be perceived by residents as independent, this could provide a more approachable first contact point for carers.
- Potential to reduce unnecessary hand-offs in the process which has been a key challenge of the current model.
- It will allow for greater risk management and clear delineation of statutory duties.
- The initial 'screening' by the external provider(s) should provide carers with a better response to their needs. This may mean avoiding a time consuming carers' assessment where it isn't the best option for the carer.
- A larger contract allows for bigger pool of staff with mixed skills and from multiple backgrounds to reflect Hackney's demographic profile, including more choice of male and female workers.
- Multi-skilled staff, who can work with all groups of people with mixed needs.
- Reduced provider management costs should increase value for money.
- Reduced costs to the local authority in monitoring contracts.
- Guarantee that new contracts are within the budget envelope for 2019/20 onwards, as providers will be asked to manage year on year inflation and increase in London Living Wage within the contracted amount.
- A clear vision and principles for the new service that have been co-produced with carers.
- Services that respond to feedback from stakeholders, experience with the current service and most importantly carers themselves.
- Services that are attractive to the social care market and support the market in line with the Council's responsibilities under the Care Act 2014.
- Adherence to the Council's commitment that all providers pay their staff the London Living Wage as a minimum.

5.9 A detailed options appraisal for the procurement approach was presented to Cabinet Procurement Committee in the Business Case for this service, which was approved at its meeting in February 2019.

6. PROJECT PROGRESS

6.1 Carers Service Developments since the Business Case approval.

6.1.1 The Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers was one recommendation from the original Business Case. The 'Longer Term and Targeted Support' service recommendation has progressed in the following areas:

- Mobilisation group established made up of key operational stakeholders across London Borough of Hackney and East London Foundation Trust.
- Ongoing working relationship agreed to ensure carers services redesign and 3 conversations rollout are closely aligned.
- Draft internal service specification developed, to be further expanded upon following 3 conversations innovation sites.
- Confirmation attained that London Borough of Hackney's client records management system will be functional and able to support the new model.

- Agreement by Adults Senior Management Team regarding financial resource allocation following data analysis and options appraisal.
- Agreement by Adults Senior Management Team regarding transition arrangements for carers' assessments and reviews prior to commencement date of new service to ensure smooth transition and build carers trust.

6.1.2 A Delegated Powers Report (DPR) for the 'Longer Term and Targeted Support' service will be presented to the Group Director of Children Adults and Community Health and the Group Director of Finance and Corporate Resources. The commencement for this service is on target to coincide with the 1st October 2019 Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers.

6.1.3 Existing carers contracts continue to be honoured as the formal tendering process has been completed. We will issue formal contract end dates as soon as the contract award is agreed and a transfer date agreed.

6.2 Whole Life Costing/Budgets:

6.2.1 Funding for the Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers is contained within the Adult Services budget.

6.2.2 The price stated below is fully inclusive of staffing, office accommodation all expenses (including travel) and recognises the annual inflationary pressures over the lifetime of the contract.

Total cost (3 years)	Total cost (3+1+1)
£576,039	£964,622

6.2.3 The anticipated demand increase on the service, due to proactive outreach in the community and increased visibility, had been financially profiled by the preferred bidder through an increased contract value year upon year. This growth is within the budget envelope allocated as part of this procurement so the total budget won't be exceeded for the life of the contract.

6.2.4 The Provider will manage London Living Wage and potential inflation pressures within the stated budget, as stated in the method statements.

6.3 Savings:

6.3.1 The driver for this procurement is to get the best possible service offer for unpaid adult carers in Hackney, as such there are no cashable savings identified.

7. SUSTAINABILITY ISSUES

7.1 Equality Impact Assessment and Equality Issues

7.1.1 A full Equalities Impact Assessment (EIA) has been completed in February 2019 and was attached to the business case report:

7.2 Environmental Issues

7.2.1 The service specification included areas for flexible access to service for example phone or internet access where appropriate. This would have to be person centred around each carer's needs and ability but will also reduce the need for unnecessary travel.

7.3 Economic Issues

7.3.1 The "Procurement Impact Assessment" highlighted that this procurement would encourage bidders to employ volunteers, peer staff and apprentices to create access to more jobs as well as enabling local voluntary sector organisations to bid for the tender. While it was anticipated that local organisations would bid, which was the case, the nature of an open tender meant that they were not the only potential bidders.

7.3.2 There were two provider engagement events prior to the tender, in order to inform and stimulate the market. A number of SMEs registered an intention to bid for the contract, and two bids were received including a consortium bid. We will be carrying out post tender market engagement to find out more about whether we could have received more bids.

8. TENDER EVALUATION

Evaluation

8.1 Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers are classed as Schedule 3 services under the Public Contracts Regulations 2015, and therefore come under the *Light Touch Regime* (LTR).

8.2 A single-stage procurement process comprising of two parts was used for this tender. There were two separate sections contained in the same tender, an SQ (Selection Questionnaire) and Method Statements. Bidders had to return responses to both sections and pass all questions under the SQ in order to be considered for the tender.

8.3 A full specification and set of tender documents were available with the advert, following an OJEU notice being published.

8.4 The London Borough of Hackney Cabinet Procurement Committee approved the Business Case and granted permission to go out to tender in February 2019. An advert was placed on the Council website and additionally the *Contracts Finder* website.

8.5 Two submissions were received in total. Following a full assessment of the SQ, both submissions had passed all the related questions, including an experience-based question relating to the delivery of significant Prevention, Early Intervention and Outreach Services for Unpaid Adult Carers. The SQ also assessed technical ability, financial standing, and insurance criteria, in line with the Crown Commercial Service format of the SQ.

8.6 There were five core members of the tender panel who evaluated all of the questions (excluding the financial scoring) from LBH commissioning, LBH social care, LBH project

management, East London Foundation Trust (ELFT) and City and Hackney Dementia Alliance:

Tender Evaluation Core Panel:

Strategy and Transformation Programme Manager, City & Hackney Dementia Alliance
Senior Practitioner, Carer's Interim Team, LBH
Project Manager, Adult Services, LBH
Commissioning Officer - Older People and Long Term Conditions, LBH
Carers Lead, Mental Health, ELFT

- 8.7 There was a further panel made up of 'Experts by Experience' - Service Users who have an actual caring responsibility for someone else. They scored a response given by bidders about service user involvement in a 15 minute presentation. The presentation panel was made up of 4 Service Users, in addition to the above 5 members of the Panel.
- 8.8 The evaluation panels were supervised by a Procurement Officer and Procurement Manager.
- 8.9 The tender was evaluated on the following criteria.

Scoring Criteria	Score	Broken down into:
Quality	70%	
Equality and Partnership Working		10%
Service User Involvement		15%
Service Delivery and Quality		45%
Mobilisation and Transition		15%
Change and Continuous Improvement		10%
Social Value		5%
Price	30%	
		100%

- 8.10 Responses to method statements were scored using the following scoring mechanism:

Score	Rating	Criteria for Awarding Score
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0	Unacceptable	No response to the question or the response is highly inaccurate
1	Poor	Limited response provided or a response that is inadequate, substantially irrelevant, inaccurate or misleading
2	Below expectations	Response only partially addresses the question
3	Satisfactory	An acceptable response submitted in terms of level of detail, accuracy and relevance. The response is good but there are either some omissions of important factors or negative indications that reduce the extent to which the project aims will be achieved
4	Good	A comprehensive response submitted in terms of detail and relevance and clearly meets the project aims with no negative indicators or inconsistencies
5	Excellent	A more than comprehensive response submitted in terms of detail and relevance with no negative indications or inconsistencies

8.11 The price score was evaluated on the average annual cost of the contract over the initial 3 year period.

9. RECOMMENDATION

9.1 The tender panel recommends that **Provider A** is awarded the contract for the Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers. Provider A demonstrated that they would be able to meet the full requirements of the specification and that they understood that excellent partnership working is key to identifying services and ensuring that partners are equipped to identify carers.

9.2 The provider clearly presented their commitment to service user involvement and co-production, providing accessible and varied methods for carers to feedback on the service and how this would be shaped by carers needs.

9.3 The proposed management structure was clearly set out and provided confidence that it would support the full delivery of the service against the specification. The provider clearly detailed how they would reach hidden or hard to reach carers as well as how carers can support each other through peer support mechanisms.

9.4 The bidder presented a detailed and relevant mobilisation plan alongside a realistic risk assessment with moderations, giving commissioners reassurance that this provider will be able to manage the significant service model change and any TUPE obligations of this contract.

9.5 The final scores are outlined in the table below:

Tender Results			
	Quality	Price	Total Score
Provider A: Winning tender	47.6%	30%	77.6%
Provider B	40.6%	28.5%	69.1%

- 9.6 London Living Wage: The bidders were asked in their tender submission whether they were committed to paying the London Living Wage, and all confirmed this.

10. CONTRACT MANAGEMENT ARRANGEMENTS

- 10.1 Resources and Project Management (Roles and Responsibilities):
The contract will be managed by the Strategic Commissioner for Older People and Long Term Conditions, which sits within the Adult Services Commissioning Team.
- 10.2 Contract performance meetings will be held at least once per quarter, with more frequent meetings in the first few months while the new service is embedding. The Adult Services Commissioning Team has systems for performance monitoring, data collation and reporting as well as invoicing and this will all be set-up as standard for this contract. This is led by the Quality Assurance team. This will also involve ongoing carer feedback as well as feedback from stakeholders including our strategic partner East London Foundation Trust and Adult Social Care Managers.

11. KEY PERFORMANCE INDICATORS (KPIs):

- 11.1 The KPIs will be monitored quarterly, and submitted to the Council in line with other contractual arrangements.
- 11.1 The provider shall also provide carer data to identify how many clients use the service from within the borough and their demographics.
- 11.2 Specific Key Performance Indicators for this service were submitted to Cabinet Procurement Committee as part of the business case for this service in February 2019. These have been further refined and included as part of the service specification to ensure the Council captures service quality and carer outcome performance indicators. Further details of the Key Performance Indicators can be found at Appendix 1.

12. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

- 12.1 The £192,013 annual costs of the contract for provision of a Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers will be funded from existing resources within Adult Services.
- 12.2 Budget for the £192,013 contract cost has been created as a result of a realignment of existing carers services budgets.

13. COMMENTS OF THE DIRECTOR OF LEGAL AND GOVERNANCE SERVICES

- 13.1 The procurement in this Report has been assessed as High Risk, and following the approval by Cabinet Procurement Committee of the Business Case on 11th February 2019 this Report is therefore being submitted to Cabinet Procurement Committee for contract award under paragraph 2.7.10 of Contract Standing Orders.

- 13.2 Details of the procurement process undertaken by officers are set out in this Report. The proposed award to Provider A follows a procurement process in respect of services which are classified as Social and other Specific Services under Schedule 3 of the Public Contracts Regulations 2015. The Council used a procedure based on the Open Procedure under Regulation 27 of the Public Contracts Regulations 2015 to seek tenders.
- 13.3 Legal Services will assist with the drafting and execution of any applicable services agreements in due course.

14. COMMENTS OF THE PROCUREMENT CATEGORY LEAD

- 14.1 The contract term for this service is three years, at a cost of £576,039. The option to extend for up to a further two years has been included and this could bring the total cost to £964,622.
- 14.2 The procurement process was governed by the Light Touch rules of the Procurement Regulations which means that the team was able to set its own fair and transparent process. This was explained in tender documentation and broadly followed the open procedure.
- 14.3 Market engagement was carried out, and while there were not many bidders who submitted final bids, there were two strong bids. Feedback is being sought to find out why we did not get more bidders.
- 14.4 Consideration for sustainability has been factored into this provision. It is worth highlighting this service will create volunteering and other opportunities for people to build their confidence and skills to returning experience the workplace and get ready to return to the workplace, if their circumstances allow this.
- 14.5 The Business Case for this service recommended commissioning from external providers the information guidance and outreach elements of a carers provision, and insourcing and working with statutory partners for aspects relating to assessments of carers. The contracting mechanism and governance for this related service is still being worked out and shall be presented to senior managers as outlined in 6.1.2.

APPENDICES

Appendix 1: Key Performance Indicators

EXEMPT

Exempt Appendix A: Shortlist, Longlist and Scoring Tables

By Virtue of Paragraph(s) 3 Part 1 of schedule 12A of the Local Government Act 1972 this report and/or appendix is exempt because it contains Information relating to the financial or business affairs of any particular person (including the authority holding the information) and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CONFIDENTIAL

No

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required

Description of document (or None)

None.

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Cabinet Procurement Committee

8 JULY 2019

PROCUREMENT OF THE ADULT INTEGRATED DRUG AND ALCOHOL SERVICE KEY DECISION NO. CACH P89

Appendix 1

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APPENDIX 1 - KEY PERFORMANCE INDICATORS

No	Description	Method	Target	Frequency
1	Carers felt that they were informed about services appropriate for them.	Satisfaction survey	90% positive responses	Annual
2	Carers felt that the information/support that was given enabled them to continue with their caring role.	Satisfaction survey	90% positive responses	Annual
3	Carers felt that the service and support was delivered in an accessible way.	Satisfaction survey	90% positive responses	Annual
4	Carers felt safe and secure while receiving this service.	Satisfaction survey	90% positive responses	Annual
5	Carers felt they were given the opportunity to provide their views on the service	Satisfaction survey	90% positive responses	Annual
6	Staff have attended safeguarding training during their induction, this must happen before commencing any information, advice and guidance activity.	Staff records seen during quality assurance visit	100% training undertaken	Annual
7	Staff, trustees and volunteers have had safeguarding refresher training within a 2 year period from their first training.	Staff records seen during quality assurance visit	100% refresher training undertaken	Annual
8	Staff have a training and development plan (including Care Act 2014 training).	Staff records seen during quality assurance visit	100% of staff have a written plan	Annual
9	Number of Referrals Via New / Known to Service.	Quality monitoring submission	1% increase from Year 2 onwards compared to the estimated population of carers	Annual

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