



London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Decisions listed below that are Key Decisions will come into force and may then be implemented on the expiry of 5 clear working days after unless called-in by at least 5 non-executive members in writing and submitted to the Monitoring Officer.

Agenda Item No	Topic	Decision
----------------	-------	----------

Part A – Items considered in public

6	Unrestricted Minutes of the Previous Meeting of the Cabinet Procurement and Insourcing Committee on 13 February 2023	RESOLVED: That the minutes of the meeting on 13 February 2023 be agreed as a correct record.
7	HI S178 Hackney Integrated Community Equipment Service	RESOLVED: <ul style="list-style-type: none">To join the London Community Equipment Consortium and access the single provider framework commencing on 1 August 2023, and award a contract for an Integrated Community Equipment Service for a period of 5 years + 1-year + 1-year options to extend; with a total value of £13.3m; and an estimated annual value of £1.854m rising to £1.975m subject to annual service review and available budget. Related Decisions None Reason(s) For Decision / Options Appraisal The Hackney Integrated Community Equipment Service (ICES) is a key preventative service, enabling older and disabled people, including children with disabilities to remain living independently. The service is responsible for delivering, maintaining, collecting, and recycling equipment that supports Hackney residents' daily living.

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>The main functions of the Service are to obtain, deliver and install appropriate community equipment on loan to people living in the community in; people’s homes, enabling residents to do tasks they would otherwise be unable to do or to provide support to a carer/parent to enable ongoing care in the home environment; schools for children and young people with a disability, or specially adapted equipment for each child and young person to enable them to function well in school.</p> <p>Once the Service User has no further use of the equipment, the Provider is responsible for collecting, cleaning, and, where possible, fully servicing and re-using the equipment. A key deliverable for the service is the provision of equipment and/or minor adaptations that enable people to return home from hospital sooner to a safe home environment. Orders for a range of equipment, aids, and minor adaptations are placed by health and social care prescriber practitioners (e.g. Occupational Therapists, GPs, District Nurses, Physiotherapists, etc.) across multiple teams within Homerton Healthcare NHS Foundation Trust (HH), LB Hackney Adult Social Care (LBH ASC), Hackney Ark and Hackney Education using the Provider’s online web-based asset management system.</p> <p>The integrated service is jointly funded by health partners, NHS North East London Integrated Care Board (NHS NEL ICB). Hackney Education access the contract but have a separate account with the Provider and are invoiced separately each month for the orders they have placed.</p> <p>The Council is the lead commissioner of the contract on behalf of key partners named in Sec. 7.1.5.</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>Reasons for Decision</p> <p>The provision of community equipment is a statutory requirement for the Council and its partners under the Care Act 2014 for adult social care, the Chronically Sick and Disabled Persons Act 1970 for children, and the National Health Service Act 2006 for health care. National policy frameworks and general legislation relevant to the provision of community equipment have been provided as Appendix 1.</p> <p>The current contract will expire on 31 July 2023. There are no further options to extend.</p> <p>Demand for the service has been growing an average of 5% year-on-year. However, over the last few years, the CES industry has been faced with a number of new and sustained challenges.</p> <p>The Covid-19 Pandemic has affected all areas of life, leading to unprecedented demand for ICES. A 30% increase in service demand during 2020 has been sustained and is likely to increase further during Winter 2022/3.</p> <p>The Pandemic Global Response has affected supply chains and created a shortage of raw materials needed for the manufacture of community equipment. This has caused significant increases in shipping costs and equipment prices set by both manufacturers and suppliers. Rising inflation and the war in Ukraine have caused further increases in Provider costs.</p> <p>The spend on equipment is rising faster than the volume provided. Contributing factors are likely to be twofold:</p> <ol style="list-style-type: none"> 1) the impact of inflationary price increases and 2) An increase in the complexity of Service User needs in the community.

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>The relocation of Hackney ICES in Feb 2022 from Redbridge to another depot in London where the Provider also operates ICES provision for another CES contract has caused significant and enduring performance concerns for Hackney and the Local Authorities served by the other contract. Should continued poor performance force the other Local Authorities to give notice on their contract the continued use of the depot would be put into question, and our incumbent may be forced to give notice on the Hackney contract. Commissioners from the other Local Authorities have agreed to give Hackney sufficient notice should termination be served by either party.</p> <p>The above situation means there is a possibility that the procurement of Hackney ICES as outlined in this report may need to be completed sooner than the contract end (31 July 2023). The challenges and performance concerns outlined in this report are not specific to our incumbent Provider or Hackney. Many of the challenges faced by the Hackney ICES are industry wide and as such are a reality for CES provision nationally. Global challenges are unlikely to be resolved quickly and it is projected that demographic pressures will continue to rise. The Government is unlikely to provide the required increased funding, which means more equipment must be bought with a similar budget to today to enable more people to retain their independence and avoid an unsustainable increase in care package costs.</p> <p>This report proposes that increasing economies of scale by calling off a contract from the London Community Equipment (CE) Consortium single-provider framework will provide the greatest resilience to industry challenges, improve the quality of service provision, and represents Best Value to the Council, its residents, and stakeholder partners.</p> <p>The key benefits to be achieved through accessing the London CE Consortium single-provider framework are;</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<ul style="list-style-type: none"> • Efficiencies in equipment costs achieved through purchasing power; • Efficiencies through maximising the use of recycled equipment through sharing with other member Local Authorities (LA's); • Efficiencies in out-of-borough resident activity charge rates; • Greater resilience to supply chain issues (shipping disruption/shortage of raw materials) affecting the availability of key stock through the ability to share stock between member LA's; • Greater resilience to staff capacity, retention and recruitment issues through the ability to draw from a larger pool of staff according to the changing needs of each member LA; • Shared learning and problem-solving; • Greater strength to shape and challenge the market and suppliers e.g. can push for the development of relationships with UK and European suppliers; • The London CE Consortium is an established collaborative arrangement where members call-off a single provider framework for the provision of community equipment and adaptation services, which has worked since 2011; • Tendering for the new single provider framework, led by the Consortium's current lead commissioning authority Kensington and Chelsea and Westminster bi-borough is now complete. The contract award notice confirms that NRS Healthcare, have been awarded the contract for the provision of Integrated Community Equipment Services for the London Consortium. The new contract is due to commence on 1 April 2023. <p>Currently, 21 out of the 32 London boroughs utilise the pan London Consortium arrangements. This is the largest collaborative arrangement available in London and the option that enables the greatest collective bargaining and purchasing power. Research indicates that more boroughs are likely to join.</p> <p>Confirmation has been received that the London CE Consortium would be willing for Hackney Council alongside our existing partners to access the new framework, and that this will be achievable within the available time frame, or sooner in response to any termination of the contract with our incumbent.</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>Membership includes five of our direct neighbouring boroughs; and 10 nearby boroughs. Becoming a member of the Consortium would support the move towards closer partnership working with Tower Hamlets, The City of London, and Waltham Forest who are fellow members of the North East London Integrated Care System - known as the North East London Health and Care Partnership (NEL HCP).</p> <p>Financial benchmarking determined that by accessing the negotiated equipment and activity prices for the Consortium's existing framework Hackney could achieve an approx. 12% reduction in equipment and 21% reduction in activity costs through purchasing power; providing an estimated 13% overall reduction in our current level of spending; equivalent to c.£266k of the c.£2m forecast total annual spend.</p> <p>Joining the London CE Consortium achieves the greatest economies of scale and as such is likely to achieve the greatest level of benefits. Other London Boroughs have already established and confirmed the benefits, including resilience and cost-effectiveness, of becoming a member of the Consortium.</p> <p>The London CE Consortium's new framework and service specification has benefited from the learning and experience of all 21 borough members, market engagement, plus significant consultation with Service Users, Carers and Prescribers living and working across the 21 London boroughs.</p> <p>The new framework requires the Provider to pay London Living Wage to all its employees based or working in London. The framework has a clear process for default and termination mechanisms linked to performance. The framework and service specification (Exempt Appendix 1) meets all core requirements of Hackney ICES, plus requires the Provider to deliver additional benefits. For example, there is clear direction on sustainability issues including key performance indicators (KPIs) focused on delivering positive outcomes relating to equality, environmental and economic impacts. Hackney will also be able to specify its own local requirements.</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>The London CE Consortium has a central Consortium Support Team who are responsible for monitoring Consortium level performance and managing the contract. Membership would see the Council benefit from reduced contract management and commissioning activity leading to lower management and support costs.</p>
8	CE S174 SEND DPS Transportation Contract Award Approval	<p>RESOLVED:</p> <ul style="list-style-type: none"> • That the providers listed in Appendix A, who have passed the Supplier Questionnaire (“SQ”) and the minimum Quality score, are admitted to the Dynamic Purchasing System for the Lot that they applied for and were evaluated against. • That the Head of SEND is granted delegated authority for the admission of any future providers who submit a bid response and are evaluated in line with the process as outlined in this Report. • That the subsequent routes and ad-hoc journey requirements and the associated spend are approved as per the scheme of delegation in the individual teams. <p>Reason(S) For Decision/Options Appraisal</p> <p>Approval to award contracts, and subsequent routes as a result of the DPS is being sought from Cabinet Procurement & Insourcing Committee following the successful establishment of the DPS via the London Tenders e-tendering portal.</p> <p>This procurement process is subject to the Light Touch Regime outlined in the Public Contracts Regulations 2015. The total estimated value of the DPS is £11.6m for the 3+1 year term.</p> <p>A DPS allows providers to apply to join throughout the life of the contract period. This offers flexibility for providers to continue with an application if initially rejected, once the improvements</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>have been made, giving the Council the option to add further providers onto the DPS to ensure an adequate number of providers is available, giving both continuity of provision and encouraging ongoing testing of value for money.</p> <p>The competitive process of developing the DPS will ensure that the Council is receiving “value for money”. It provides a one stop shop for directorates to purchase the required services saving on resources required to tender and manage separate arrangements. The DPS will also enable a greater control of spend.</p> <p>The main objectives of the passenger transport service are to:</p> <ul style="list-style-type: none"> • Provide a safe service to all users; • Provide a passenger assistant when required; • Provide a punctual and timely service; • Provide vehicles that are safe, legal, secure, clean and in good condition; • Ensure all contractors are correctly licensed; • Deliver value for money. <p>In order to provide Hackney with the required coverage admittance to the DPS is constructed as identified:</p> <p>LOT 1: Home to school transport for SEND children and young people (with and without the passenger assistant requirement) - Minibuses, People Carriers and/ or Taxis.</p> <p>LOT 2: Ad-hoc journeys (may include some repeat bookings) for service users to meet assessed need (with and without the passenger assistant requirement).</p> <p>LOT 3: Minibus and Coach hire services for ad-hoc journeys as and when required for e.g. school trips and Young Hackney service user trips.</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
9	FCR S180 Officer Key Decision Procurement of Core Insurance Provision - At the time of publication this report was unavailable due to necessary validation and due diligence checks. (To Follow)	The report was not available for this meeting of the Committee and would be submitted to a future meeting.
10	FCR S168 Provision of Advice and Support to Single Homeless Client at the Greenhouse	<p>RESOLVED:</p> <ul style="list-style-type: none"> To approve the award of the provision of advice and support to single homeless clients at the Greenhouse contract to Bidder 1. The Contract will run for a period of three (3) years, with an option to extend for a period, or periods of a maximum of a further twelve (12) months, with an estimated total value of £1,497,559.00, rising to £2,015,625.00 if the contract is extended for a further year. <p>Related Decisions</p> <p>The Business Case was approved at the Hackney Procurement Board meeting on 12th April 2022, authorising the commencement of the procurement process for the provision of advice and support to single homeless clients at the Greenhouse.</p> <p>Reason(s) For Decision / Options Appraisal</p> <p>The provision of advice and support to single homeless households is currently delivered through the Greenhouse by Thames Reach, as the commissioned provider. This contract was extended to 31st December 2022 to allow for a formal tendering process to ensure a compliant contract is in place to meet future requirements. This adheres to the Council Standing Orders</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>and also Public Procurement Regulations.</p> <p>We are seeking to contract a service provider to deliver housing advice and support to single people who are either homeless or in danger of becoming homeless. The Greenhouse has been a key part of the London Borough of Hackney’s effective response to the rapid rise in homelessness, particularly with regard to young single people. Since it was first launched in 2007, the role significantly expanded in 2017 with the introduction of the Homelessness Reduction Act.</p> <p>The key aims of the Service are to work strategically and operationally with statutory and non-statutory services to deliver outcome focused, targeted and cost effective interventions for single people in significant danger of becoming homeless. The Service will achieve these aims by:</p> <ul style="list-style-type: none"> • Providing a culturally and linguistically sensitive service to individuals from a range of backgrounds, faiths and nationalities – reflecting the diversity of the Hackney population. • Engaging with clients, assessing their needs, advising them of the realistic and achievable options available to them and the actions and changes needed to accomplish these aims. • Providing innovative, effective and trauma informed approaches to those with complex needs to support them in either maintaining their accommodation or to assist them in seeking suitable alternatives where we are unable to prevent them from losing their accommodation. • Actively engage with and maintain relationships with private landlords, and other housing providers offering good quality accommodation to people experiencing homelessness to assist in expanding the range of options available. <p>The service will seek to work with accommodation providers, the single homeless prevention</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>service partnership and others who are committed to tackling homelessness, as well as engage with organisations that deliver services. The service will also seek to link clients into specialist/mainstream service provision in Hackney, other parts of the UK and in their country of origin, where appropriate. In particular, working with the statutory and non-statutory sectors that deliver services for this cohort to ensure the clients’ mental and physical health needs are met.</p> <p>The provider will work with the Council and its partners to ensure a joined up approach is agreed and delivered on with the single homeless service at the greenhouse. The service will also work collaboratively with local and national agencies to determine individuals’ immigration status and rights and provide the support required when enforcement actions are being taken.</p> <p>3769 households approached the London Borough of Hackney’s Benefits and Housing Needs Service last year of whom 2812 were single people. There has been a noticeable increase in approaches from younger residents with 19% of total approaches from applicants aged between 18 and 24. We have also seen an increase in individuals with multiple and complex needs.</p> <p>Alternative Options (Considered and Rejected)</p> <p>Do nothing - This is not recommended; the delivery of a frontline service that is targeted at single people is a key component in how we deliver on our statutory duties under the Homelessness Reduction Act and the Housing Act. Not tendering for specialist service that is focused on the needs of this client cohort and allowing the service to lapse at the end of the current contract would result in increased costs. Opportunities to undertake early engagement with single clients may be lost leading to an escalation in need at a greater cost. There is also a considerable reputational risk to the Council where the numbers of single residents who are statutorily homeless increases and instances of reported rough sleeping increase.</p>

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 13 March 2023

Agenda Item No	Topic	Decision
		<p>Insourcing - At a time of cuts in funding to local government, putting in place a resource intensive service will have significant budgetary considerations. The authority does not have sufficient resources and skills in-house to manage the growing demand and would need to recruit for officers with this particular skill set within a highly competitive market. We also know that this cohort has traditionally been reluctant to engage directly with Council services and we may experience a drop off in early approaches, particularly from young single adults, until they have reached a crisis point and the opportunity for reconciliatory intervention has been lost. We would also potentially lose access to the wider network of agencies and structures that a third party provider can deliver.</p>