



C A B I N E T P R O C U R E M E N T A N D I N S O U R C I N G C O M M I T T E E

**T H E C O U N C I L C H A M B E R
H A C K N E Y T O W N H A L L**

**Monday 13 March 2023
at 5:00pm**

The live stream can be viewed here:

Main - <https://youtu.be/cACg1RFFNBo>

Backup - <https://youtu.be/JwULA21U2r8>

Members of the Committee:

Councillor Robert Chapman, Cabinet Member for Finance (Chair)

Councillor Anntoinette Bramble, Deputy Mayor and Cabinet Member for
Education, Young People and Children's Social Care

Councillor Christopher Kennedy, Cabinet Member for Health, Adult Social
Care, Voluntary Sector and Culture

Councillor Caroline Woodley, Cabinet Member for Families, Parks and
Leisure

Mark Carroll
Chief Executive
Thursday 2 March 2023
www.hackney.gov.uk

Contact: Peter Gray
Governance Officer
governance@hackney.gov.uk

Cabinet Procurement and Insourcing Committee

Monday 13 March 2023

Order of Business

1 Apologies for Absence

2 Urgent Business

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 below 18.

3 Declarations of Interest

Members are invited to consider the guidance which accompanies this agenda and make declarations as appropriate.

4 Notice of intention to Conduct Business in Private, and Representations Received and the Response to Any Such Representations

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.

This agenda contains exempt items as set out at Items 14,15.16, 17 and 18:

No representations with regard to these have been received.

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. 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.

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.

5 Deputations/Petitions/ Deputations

- 6 Unrestricted Minutes of the Previous Meeting of the Cabinet Procurement and Insourcing Committee on 13 February 2023** (Pages 9 - 20)

To confirm the unrestricted minutes of the meeting of Cabinet Procurement Committee held on 13 February 2023 as a correct record.

- 7 HI S178 Hackney Integrated Community Equipment Service** (Pages 21 - 68)
- 8 CE S174 SEND DPS Transportation Contract Award Approval** (Pages 69 - 82)
- 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)**
- 10 FCR S168 Provision of Advice and Support to Single Homeless Client at the Greenhouse** (Pages 83 - 114)
- 11 Any Other Unrestricted Business the Chair Considers to be Urgent**
- 12 Date of the Next Meeting**

The next meetings will be held at 5.00pm on 17 April 2023.

13 Exclusion of Press and Public

Note from the Governance Services

Items 14,15,15,17 and 18 allows for the consideration of exempt information in relation to items respectively.

Proposed resolution:

THAT the press and public be excluded from the proceedings of the Cabinet Procurement Committee during consideration of Exempt items 14-17 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.

- 14 HI S178 Hackney Integrated Community Equipment Service** (Pages 115 - 362)
- 15 CE S174 SEND DPS Transportation Contract Award Approval** (Pages 363 - 372)
- 16 FCR S180 Officer Key Decision Procurement of Core Insurance Provision (To Follow)**

17 FCR S168 Provision of Advice and Support to Single Homeless Client at the Greenhouse (Pages 373 - 380)

18 Any other Exempt Business that the Chair Considers to be Urgent

Public Attendance

Following the lifting of all Covid-19 restrictions by the Government and the Council updating its assessment of access to its buildings, the Town Hall is now open to the public and members of the public may attend meetings of the Council.

We recognise, however, that you may find it more convenient to observe the meeting via the live-stream facility, the link for which appears on the agenda front sheet.

We would ask that if you have either tested positive for Covid-19 or have any symptoms that you do not attend the meeting, but rather use the livestream facility. If this applies and you are attending the meeting to ask a question, make a deputation or present a petition then you may contact the Officer named at the beginning of the Agenda and they will be able to make arrangements for the Chair of the meeting to ask the question, make the deputation or present the petition on your behalf.

The Council will continue to ensure that access to our meetings is in line with any Covid-19 restrictions that may be in force from time to time and also in line with public health advice. The latest general advice can be found here - <https://hackney.gov.uk/coronavirus-support>

Rights of Press and Public to Report on Meetings

The Openness of Local Government Bodies Regulations 2014 give the public the right to film, record audio, take photographs, and use social media and the internet at meetings to report on any meetings that are open to the public.

By attending a public meeting of the Council, Executive, any committee or sub-committee, any Panel or Commission, or any Board you are agreeing to these guidelines as a whole and in particular the stipulations listed below:

- Anyone planning to record meetings of the Council and its public meetings through any audio, visual or written methods they find appropriate can do so providing they do not disturb the conduct of the meeting;
- You are welcome to attend a public meeting to report proceedings, either in 'real time' or after conclusion of the meeting, on a blog, social networking site, news forum or other online media;
- You may use a laptop, tablet device, smartphone or portable camera to record a written or audio transcript of proceedings during the meeting;
- Facilities within the Town Hall and Council Chamber are limited and recording equipment must be of a reasonable size and nature to be easily accommodated.
- You are asked to contact the Officer whose name appears at the beginning of this Agenda if you have any large or complex recording equipment to see whether this can be accommodated within the existing facilities;

- You must not interrupt proceedings and digital equipment must be set to 'silent' mode;
- You should focus any recording equipment on 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 to respect the wishes of those who do not want to be filmed and photographed may result in the Chair instructing you to cease reporting or recording and you may potentially be excluded from the meeting if you fail to comply;
- Any person whose behaviour threatens to disrupt orderly conduct will be asked to leave;
- Be aware that libellous comments against the council, individual Councillors or officers could result in legal action being taken against you;
- The recorded images must not be edited in a way in which there is a clear aim to distort the truth or misrepresent those taking part in the proceedings;
- Personal attacks of any kind or offensive comments that target or disparage any ethnic, racial, age, religion, gender, sexual orientation or disability status could also result in legal action being taken against you.

Failure to comply with the above requirements may result in the support and assistance of the Council in the recording of proceedings being withdrawn. The Council regards violation of any of the points above as a risk to the orderly conduct of a meeting. The Council therefore reserves the right to exclude any person from the current meeting and refuse entry to any further council meetings, where a breach of these requirements occurs. The Chair of the meeting will ensure that the meeting runs in an effective manner and has the power to ensure that the meeting is not disturbed through the use of flash photography, intrusive camera equipment or the person recording the meeting moving around the room.

Advice to Members on Declaring Interests

If you require advice on declarations of interests, this can be obtained from:

- The Monitoring Officer;
- The Deputy Monitoring Officer; or
- The legal adviser to the meeting.

It is recommended that any advice be sought in advance of, rather than at, the meeting.

Disclosable Pecuniary Interests (DPIs)

You will have a Disclosable Pecuniary Interest (*DPI) if it:

- Relates to your employment, sponsorship, contracts as well as wider financial interests and assets including land, property, licenses and corporate tenancies.
- Relates to an interest which you have registered in that part of the Register of Interests form relating to DPIs as being an interest of you, your spouse or civil partner, or anyone living with you as if they were your spouse or civil partner.
- Relates to an interest which should be registered in that part of the Register of Interests form relating to DPIs, but you have not yet done so.

If you are present at any meeting of the Council and you have a DPI relating to any business that will be considered at the meeting, you **must**:

- Not seek to improperly influence decision-making on that matter;
- Make a verbal declaration of the existence and nature of the DPI at or before the consideration of the item of business or as soon as the interest becomes apparent; and
- Leave the room whilst the matter is under consideration

You **must not**:

- Participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business; or
- Participate in any vote or further vote taken on the matter at the meeting.

If you have obtained a dispensation from the Monitoring Officer or Standards Committee prior to the matter being considered, then you should make a verbal declaration of the existence and nature of the DPI and that you have obtained a dispensation. The dispensation granted will explain the extent to which you are able to participate.

Other Registrable Interests

You will have an 'Other Registrable Interest' (ORI) in a matter if it

- Relates to appointments made by the authority to any outside bodies, membership of: charities, trade unions,, lobbying or campaign groups, voluntary organisations in the borough or governorships at any educational institution within the borough.
- Relates to an interest which you have registered in that part of the Register of Interests form relating to ORIs as being an interest of you, your spouse or civil partner, or anyone living with you as if they were your spouse or civil partner; or
- Relates to an interest which should be registered in that part of the Register of Interests form relating to ORIs, but you have not yet done so.

Where a matter arises at any meeting of the Council which affects a body or organisation you have named in that part of the Register of Interests Form relating to ORIs, **you must** make a verbal declaration of the existence and nature of the DPI at or before the consideration of the item of business or as soon as the interest becomes apparent. **You may** speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

Disclosure of Other Interests

Where a matter arises at any meeting of the Council which **directly relates** to your financial interest or well-being or a financial interest or well-being of a relative or close associate, you **must** disclose the interest. **You may** speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

Where a matter arises at any meeting of the Council which **affects** your financial interest or well-being, or a financial interest or well-being of a relative or close associate to a greater extent than it affects the financial interest or wellbeing of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest, you **must** declare the interest. You **may** only speak on the matter if members of the public are able to speak. Otherwise you must not take part in any discussion or voting on the matter and must not remain in the room unless you have been granted a dispensation.

In all cases, where the Monitoring Officer has agreed that the interest in question is a **sensitive interest**, you do not have to disclose the nature of the interest itself.

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DRAFT UNRESTRICTED MINUTES CABINET PROCUREMENT AND INSOURCING COMMITTEE

THE COUNCIL CHAMBER, HACKNEY TOWN HALL, E8

MONDAY, 13 FEBRUARY 2023 (5PM)

THE MEETING WAS LIVE STREAMED AND CAN BE VIEWED HERE:

[HTTPS://YOUTU.BE/-U4hWP1Y5os](https://youtu.be/-U4hWP1Y5os)

- Chair:** Councillor Robert Chapman (In the Chair)
- Councillors Present:** Councillor Chris Kennedy
Councillor Caroline Woodley
- Apologies:** Apologies for lateness were submitted on behalf of Deputy Mayor Bramble
- Officers in Attendance**
- Mark Agnew (Governance Officer)
 - Darren Aitcheson (Senior Agile Delivery Manager)
 - Rotimi Ajilore (Head of Procurement)
 - Merle Ferguson (Procurement Strategy Systems Lead)
 - Leila Gillespie (Procurement Category Lead)
 - Peter Gray (Governance Officer)
 - Penny Heron (Strategic Commissioner)
 - Divine Ihekwoaba (Category Lead - Construction and Environment)
 - Zainab Jalil (Head of Commissioning)
 - Jade Mercieca (Procurement and Commercial Manager)
 - Rob Miller (Strategic Director - Customer and Workplace)
 - Tessa Mitchell (Team Leader - Governance Services)
 - Timothy Lee (Public Health Commissioning Manager)
 - Homera Parekh (Contracts and Procurement Lawyer)
 - Michael Pergram (Head of Insurance)
 - Chantelle Pink (Contract and Procurement Lawyer)

1. APOLOGIES FOR ABSENCE

1.1 Apologies for lateness were submitted on behalf of Deputy Mayor Bramble.

2. URGENT BUSINESS

2.1 There were no items of urgent business.

3. DECLARATIONS OF INTEREST - Members to declare as appropriate

3.1 There were no declarations of Interest.

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

4.1 There were no representations received.

5. TO CONSIDER ANY DEPUTATIONS, QUESTIONS OR PETITIONS REFERRED TO THE CABINET BY THE COUNCIL'S MONITORING OFFICER

5.1 No deputations, questions or petitions were received.

6. TO CONSIDER THE UNRESTRICTED MINUTES OF THE PREVIOUS MEETING OF THE COMMITTEE HELD ON 16 JANUARY 2023.

RESOLVED:

- The unrestricted minutes of the previous meeting of the Committee on 16 January 2023 were approved as a correct record.

7. FCR S142 PROCUREMENT OF CORE INSURANCE PROVISION

7.1 The Head of Insurance introduced the report, highlighting the following:

- The results from a tendering exercise in the autumn of 2022 over 6 lots, effectively covering the primary parts of the Insurance Programme and liabilities of 3rd parties to the council.
- The 6 lots were spread between property, liability, motor fleet, engineering and inspection, insurance risk, personal accident/ business and terrorism;
- The contract was to be awarded on a 3+2 basis with a period of 2 years being optional at the discretion of the Council;
- The procurement process had been challenging with the market changing its attitude to risk, in particular with reference to property risk;
- At the outset of the tender exercise there was some concern that the council may not be able to consolidate the competitive premium rates achieved at the time of the 2018 tender;
- The terms provided for all bids under Lot 1 - Property represented a clear hardening of the market and the overall result of the market exercise, compared to premium spend in 2022/23, was likely to lead to a significant premium increase;

- In relation to Lot 1 there was a request for delegated authority to the Group Director of Finance and Corporate Resources in consultation with the Chair to award the contract. A progress report would be submitted to the March meeting of the Committee on this matter; Lots 2-6 had received a good response from the market with 8 bidders with a potential small saving to the Council.

7.2 Councillor Kennedy asked for clarification on the following:

- Why the heritage insurance had been withdrawn;
- The premium increase in relation to Lot 1 was estimated to be up to 55% and was there a cause for concern. It was not clear how much extra that was likely to be over the lifetime of the contract.

7.3 The Head of Insurance responded that:

- The fine art premium was within the procurement regulations that allowed the Council to negotiate renewal terms each year. The premium was generally around 3-4K with a certain risk. Therefore, the decision had been taken to work through the contracting broker to negotiate the terms rather than undertake a full procurement process;
- In relation to Lot 1 it was necessary to consider the entire risk, not just the premiums and a further evaluation was required. There were a range of figures before the 55% premium increase level. It was considered that there was the capacity to meet these demands with an emphasis on the certainty of risk transferred to the winning supplier

RESOLVED:

- To note the various options considered in the procurement of the Council Insurance contracts;
- To agree the award of contracts for the following insurance services:

LOT No	Policy Coverage	Successful Provider
1	Property Deferred	See Item 3.4
2	Casualty (Liability) & Fidelity Guarantee	Supplier G
3	Motor Fleet	Supplier F
4	Engineering Inspection & Insurance	Supplier B
5	Personal Accident/ Business Travel	Supplier H
6	Terrorism	Supplier A

- To approve officers to proceed with the contracts to ensure that insurance cover is in place for 1st April 2023;
- To delegate authority to the Group Director, Finance and Corporate Resources to award the contract for the [lot 1 - Property] contract under terms as shall be agreed, in consultation with the Chair of Cabinet Procurement and Insourcing Committee, by the Director of Legal, Democratic and Electoral Services, and authorise the Director of Legal,

Democratic and Electoral Services to prepare, agree, settle and sign the necessary legal documentation to effect the proposals contained in this report.

Reason(s) For Decision / Options Appraisal

The Council will always be exposed to a range of risks, some of which are insurable and others are uninsurable. The purchase of an effective insurance portfolio manages the potential exposure of the Council to the insurable risks.

The portfolio includes a significant degree of self-insurance, thereby avoiding what can best be described as “pound swapping” i.e. the additional premiums paid for low or no excess on insurance policies effectively cost £1 for £1 on meeting claims payments plus associated costs, and ensuring that the Council benefits from the reduction in claims.

This report covers the insurance policies and arrangements which are due for renewal on 1st April 2023 and excludes the residential leasehold buildings insurance contracts, which are still within contract and which have historically been served by a separate procurement exercise.

As mentioned in the Cabinet Member's introduction, there was some concern that insurance premiums the Council could have faced prior to the procurement exercise would have resulted in increased costs to the Council. There was further concern that in the marketplace some insurers maintained caution about the risk profile of the public sector. Consequently the Council's Insurance Services Team has worked hard to mitigate claim exposures and to demonstrate to leading Insurers that the Council has implemented effective control measures and is willing to work hard in partnership with them to transfer or mitigate the risks it is exposed to.

Recommendations to award the contracts to the list of suppliers set out in the main section of this report for Lots 2-6 are the most economically advantageous. This reflects high quality scores for those selected. The price/quality evaluation varied between the types of insurance and a full breakdown of what this covered is included within **Appendix B - Costs & Service Comparison Summary (Exempt)**

In total the estimated savings in respect of Lots 2 - 6 for the 2023/24 premium over the current contracts are expected to be c.£90k, with the largest saving arising from the Casualty cover. If these premium levels were held throughout the 3 year contract, total savings would amount to c.£270 k or c.£450k if the contracts remained in place for the full 3 + 2 year extension. Please note that the premiums quoted within the report are subject to normal increases in line with index linking, higher rates of Insurance Premium Tax, increased rebuilding costs, changes to assets and our claims performance.

As in previous years the cost of claims falling within the policy excess and for which the Council is responsible are met from the internal insurance fund and provision. These funds are reviewed annually (externally biennially) and the appropriate adjustments made within the normal finance activities.

Recommendation(s) relating to the award of Lot 1 - Property is deferred pending further detailed assessment of the proposed terms in the context of certainty of cover, coverage, conditions applied and compliance with the Council's risk appetite.

Evaluation and assessment of Lot 1 - Property continues with the support of Marsh and appropriate stakeholders within the Council. In order to facilitate the detailed impact analysis and financial implications beyond the accepted risk appetite and to ensure there is sufficient time to mobilise the contract in time for the expiry of the existing contract on 31 March 2023.

Alternative Options (Considered and Rejected)

Insourcing: Due to the nature of insurance as a risk transfer mechanism and the significant financial and resource risks associated with the activities of the Council it is not feasible to insource these contracts. In any event that Council retains an appropriate level of risk through the application of policy deductibles and self-insured retained limits.

Alternative Deductibles: Within the procurement exercise and specifically in relation to Lot 2 - Casualty & Fidelity Guarantee prospective suppliers were asked to provide quotations on a range of different deductibles. However, the terms offered in relation to higher risk retention by the Council, and the associated cost of risk, was not considered to provide sufficient benefit to outweigh the uncertainty of small cost savings.

8. AHI S171 ADVOCACY SERVICES CONTRACT AWARD

8.1 The Strategic Commissioner introduced the report, highlighting the following:

- The report asked the Committee to approve the award of contract for the Advocacy Service and to extend the current contract to enable the mobilisation period for the award;
- The Advocacy Service assisted underserved groups to give them a voice;
- The new contract would be 3 +1+1 years at a maximum cost for £2,645m
- The contract award followed a comprehensive review of advocacy;
- A business case for the service was taken to the Hackney Procurement Board in September 2022;
- An improved specification had been developed following lessons learned from the commissioning review;
- There had been co-production throughout the various processes;
- There would need to be a review of the sustainability of the service;
- There had been an 80/20 split on quantity and price;
- Funding for the non-statutory elements would be tapered down over the life of the contract;
- All non statutory aspects would be allocated to local, small and medium sized enterprises;
- 4 good bids had been received by the Council with the successful bidder committed to paying the London Living Wage, ensuring the most vulnerable voices were heard, developing capacity, including expanding the existing network, paying for training and supporting through advocacy leadership. Further, new forms of advocacy would be developed to empower Hackney citizens. The bid was in line with sustainable procurement and social value requirements. The provider showed a good understanding of inequalities locally;
- Monitoring of the service would be carried out quarterly.

- 8.2 Councillor Woodley asked for clarification on the Group Director's comments in relation to the anticipated expenditure each year and the possibility of increased cost pressures.
- 8.3 The Strategic Commissioner responded that the Budget had reduced from £535K to £529K. In order to meet the large demand in statutory advocacy efforts were being made to reduce the non-statutory elements of the service. There would be a need for dialogue with the provider as the Liberty Protection Safeguards come in. If demand increases for the service it may be necessary to negotiate with the provider on the contract.

RESOLVED:

- To award the contract for the delivery of the Advocacy Service to Provider C for a period of up to 5 years commencing in June 2023 at a maximum cost of £2,645m (an average of £529k per annum). The contract is for 3 years with the option to extend for up to 2 years (1+1);
- To award an extension to the current providers of the Advocacy Service, for a period of 2 months (April - May 23) at maximum value of £104,707.00 (£97k & £7.7k) . This is to enable the newly appointed bidder to mobilise effectively, without disruption to service delivery.

Reason(s) For Decision / Options Appraisal

This report asks CPIC to approve the award of contract for an Advocacy service under a lead provider aimed at supporting vulnerable cohorts who are in need of advocacy services to support their well-being, enable them to have their voices heard and to live their lives in dignity and in accordance with their wishes

This provision will enable the Council to meet its statutory obligations with regard to providing independent advocacy services as required under the relevant Acts referred to in section 2.2.

The contract will deliver advocacy support to meet local needs through a range of community providers under the leadership and direction of a lead provider.

The current Advocacy services in the London Borough of Hackney are designed to provide issue-based advocacy and can be categorised as statutory and non-statutory advocacy services.

Alternative Options (Considered and Rejected)

The following 5 options were appraised for the future of the Advocacy provision in the borough:

- Alternative Option 1: Insource

- Alternative Option 2: Remain As Is
- Alternative Option 3: Activity Based Contract
- Alternative Option 4: Separate Contracts/Multiple Providers
- Alternative Option 5a: No Non Statutory Advocacy Delivery:
- Alternative Option 5b: Reduced Non Statutory Delivery
- Alternative Option 5c Seek Separate Funding

Hackney Procurement Board approved the business case for the preferred procurement option in September 2022.

9. FCR S117 MODERN TOOLS FOR HOUSING PROGRAMME TRANSITION SUPPORT

9.1 The Strategic Director, Customers and Workplace introduced the report, highlighting the following:

- A supplementary paper on this matter had been circulated to members of the Committee;
- The contract variation was to replace the previous outdated software with a transition to in-house support and to enable further delivery for products that had been developed in the context of the strategic review;

9.2 Councillor Kennedy referred to the fact that the funding for the extension was in the housing capital budget and asked for clarification in relation to the length of the previous contract.

9.3 Councillor Woodley asked for confirmation that the work was now aligned with the strategic review and that there would be no other requests for extensions to the contract.

9.4 The Strategic Director, Customers and Workplace confirmed that work had been carried out with the Housing Department on this matter with provision made within the Capital Housing budget for the contract extension. Further, there was provision in the current contract for an extension to that contract with a report to the Committee because of the transfer to the inhouse team. He confirmed that there would be no further extensions to the contract.

RESOLVED:

- To approve a contract variation, to extend by a maximum period of six (6) months, the current contract for Modern Tools for Housing software development services.

REASONS FOR DECISION & OPTIONS APPRAISAL

The proposed contract variation is essential to enable continued delivery of essential software tools for housing services and ensuring an effective transition to in-house delivery and support.

The cyberattack of October 2020 has impacted significantly on the Modern Tools for Housing programme because that meant that the previous housing system (Universal Housing) became unavailable and it was therefore no longer possible to deliver a phased migration from the old system to new software. As a result, teams in housing services have been required to use interim solutions to deliver services while new software is delivered.

Following the decision to commission a strategic review of the housing service's technology needs it was necessary to identify the best value approach for continued delivery of current work in progress while the review takes place and ongoing direction is agreed. Variation of the current contract is recommended on the grounds that:

- The work required covers critical functionality required by the housing service.
- The variation includes transition to the in-house ICT team for support and further development of essential functionality pending the completion of the strategic review. No further variation of this contract will be required.
- Variation of the current contract removes the requirement for transition / handover, so the pace of delivery is uninterrupted while the strategic review is in progress.

Variation of this contract is permitted under Regulation 72 which states:

72(1)(b) for additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor—

- (i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, and*
- (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority,*

provided that any increase in price does not exceed 50% of the value of the original contract

The proposed variation is 50% of the original contract value. Changing contractor is not considered viable for the reasons set out in 5.3 (above). Specifically, a change of contractor would:

- Delay the delivery of essential functionality required by Housing services, whose legacy system was rendered unavailable by the criminal cyberattack of October 2020.
- Incur additional costs and significant inconvenience through requiring transition to a new contractor and delaying the transition to the in-house support and development model.
- Incur duplication of costs through otherwise unnecessary handover prior to the transition to in-house support and development.

No further variation will be required once the transition to the in-house model is complete.

The Director of Climate Homes and Economy Finance has confirmed that this additional expenditure can be funded from within their existing budgets and no other additional funding will be required.

10. Any other business that the Chair Considers To Be Urgent

There was no other urgent business to consider.

11. Dates Of Future Meetings

13 March 2023
17 April 2023

End of Meeting

Duration of the meeting: 5pm to 5.20pm

Chair: Councillor Rob Chapman

Contact:
Peter Gray, Governance Officer - peter.gray@hackney.gov.uk

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CABINET PROCUREMENT AND INSOURCING COMMITTEE

ACTIONS TRACKER as at 3/5/23

Ref	Meeting Date	Agenda Item	Action	Assigned to	To be completed by	Status
1	7/11/22	7 - Housing Repairs Material Framework	To prepare a briefing note in consultation with the Procurement team addressing the sustainability issued and to circulate to Committee Members.	Peter Lovell	Jan 2023	Completed
2	5/12/22	9 - Communal Heating Systems	(1) Cabinet Member for Housing in consultation with Head of Property and Asset Management to respond to questions raised by Cllr Garbett on communal heating. (2) To provide a briefing note to Committee Members confirming the terms of the contract against key performance indicators. Update: 7/2/23 briefing note to CPIC	Cllr McKenzie Sinead Burke	Jan 2023	Completed Completed
3	5/12/22	11 - Buckland Street	Briefing note to be provided to Committee Members with details of the Sustainability Procurement Policy terms to be delivered.	Bronwen Thomas	Jan 2023	Completed
4	5/12/22	12 - Wimbourne Street	Briefing note to be provided to Committee Members with details of the Sustainability Procurement Policy terms to be delivered.	Bronwen Thomas	Jan 2023	Completed

5	16/1/23	7 - Integrated Mental Health Network	<p>Senior Public Health Practitioner to share the lessons learned report with Committee Members when available.</p> <p>Update 03/02/23: internal lessons learned session already taken place and report will follow once a session with external stakeholders has been held.</p>	Jennifer Millmore	Tbc - March 2023	Pending
6	16/1/23	8 - External Advertising	<p>Head of Marketing & Commercial Services to provide a written response to Cllr Binnie-Lubbock's questions.</p> <p>Update 03/02/23: Follow up written response to be sent to Mr Stops.</p>	Jonathan Lyons	January 2023	Completed
7	16/1/23	9 - External Front Doors	Head of Property and Asset Management to provide a written response to Muriel Gordon, MBE	Sinead Burke	January 2023	Completed



CABINET PROCUREMENT & INSOURCING COMMITTEE

CONTRACT AWARD REPORT

Contract Award Report	
Title of Report	Hackney Integrated Community Equipment Service
Key Decision No.	AHI S178
CPIC Meeting Date	13 March 2023
Classification	Open / Exempt (incl. reason)
Ward(s) Affected	ALL
Cabinet Member	Cllr Chris Kennedy, Health, Adult Social Care, Voluntary Sector and Culture
Key Decision	Yes
Group Director	Helen Woodland, Adults, Health and Integration
Contract value, <u>both</u> Inclusive of VAT and Exclusive of VAT (for the duration of the contract including extensions)	Value (inc. VAT): The total estimated contract value for the Council is £16.0m (7 years) / £11.3m (5 years) Value (ex. VAT): The total estimated contract value for the Council is £13.3m (7 years) / £9.4m (5 years)
Contract duration (including extensions e.g. 2 yrs + 1 yr + 1 yr)	5 years + 1 year + 1 year

1. Cabinet Member's Introduction

- 1.1. Community equipment is critical to enabling older and disabled people, including children with disabilities, to remain living independently and helps facilitate timely transfers of care from hospital.
- 1.2. Social care continues to face significant challenges and the Council seeks to procure services which support individuals to meet their own outcomes and continue to live independently.
- 1.3. The provision of community equipment is a key preventative service and an essential element of Adult Social Care services, which contributes to the Council's objective to assist Service Users to increase their independence.
- 1.4. The proposal to join an existing framework agreement for the provision of community equipment will ensure a robust, high quality and best value community equipment service through collaborative commissioning.
- 1.5. The proposal supports the Council to continue to meet its duties under the Care Act 2014, The Children and Families Act (2014), and the SEN Code of Practice (2014). The recommendations made are in line with the key priorities of the City and Hackney Place-Based Partnership as members of the NHS North East London Integrated Care System; and the City and Hackney Partnership Better Care Fund Plan 2022/23.

2. Group Director's Introduction

- 2.1. The report summarises the options for recommissioning the Integrated Community Equipment Service (ICES) following the commissioning review of community equipment services (CES) and seeks approval to proceed with the recommended option of becoming a member of the London Community Equipment (CE) Consortium by calling off a contract from the London Consortium single supplier framework.
- 2.2. The Council's vision is to ensure as many Hackney residents as possible are supported to stay independent and active in their own homes and community for as long as possible. ICES is a key preventative service, enabling older and disabled people, including children with disabilities, to remain living independently, reducing the need for more formal and costly care, and one that helps to facilitate timely transfers of care from hospital. This proposal supports delivery of the Council's vision by ensuring the continued provision of ICES in Hackney, whilst improving service resilience, quality, and value for money.
- 2.3. New and sustained national and global challenges impacting the community equipment industry have led to increasing cost pressures and continued concerns around the performance and quality of ICES provision in Hackney. Research and benchmarking determined that an effective way of mitigating these challenges is through increasing economies of scale by joining an existing collaborative arrangement for future ICES provision.
- 2.4. The options appraisal and financial modelling from the commissioning review of CES determined that the option of joining the London CE Consortium is the most

beneficial for Hackney in terms of value for money and the delivery of resilient, high-quality service provision, mainly by offering the greatest economies of scale.

- 2.5. The paper recommends retaining the benefits of the integrated service model by joining the London CE Consortium in partnership with Hackney Education (special educational needs - SEN) and our existing partners in health. It recommends moving to a Section 75 arrangement for the health and adult social care financial charging model with a pre-approved proportional split of 60/40 respectively, and continuing to have Hackney Education activities invoiced separately by the Provider.
- 2.6. The proposal supports the Council to continue to meet its duties under the Care Act 2014, The Children and Families Act (2014), and the SEN Code of Practice (2014). The recommendations made are in line with the key priorities of the City and Hackney Place-Based Partnership as members of the NHS North East London Integrated Care System and the City and Hackney Partnership Better Care Fund Plan 2022/23.

3. Recommendations

- 3.1. **Cabinet Procurement and Insourcing Committee is asked to approve the following recommendation:**

- **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.**

4. Related Decisions

- 4.1. None

5. Reason(s) For Decision / Options Appraisal

5.1. Background

- 5.1.1. 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.
- 5.1.2. 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.
- 5.1.3. 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.
- 5.1.4. 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.
- 5.1.5. 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.
- 5.1.6. 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.
- 5.1.7. The Council is the lead commissioner of the contract on behalf of key partners named in Sec. 7.1.5.

5.2. Reasons for Decision

- 5.2.1. 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.
- 5.2.2. The current contract will expire on 31 July 2023. There are no further options to extend.
- 5.2.3. 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.
- 5.2.4. 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.
- 5.2.5. 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.
- 5.2.6. The spend on equipment is rising faster than the volume provided. Contributing factors are likely to be twofold: 1) the impact of inflationary price increases and 2)

An increase in the complexity of Service User needs in the community.

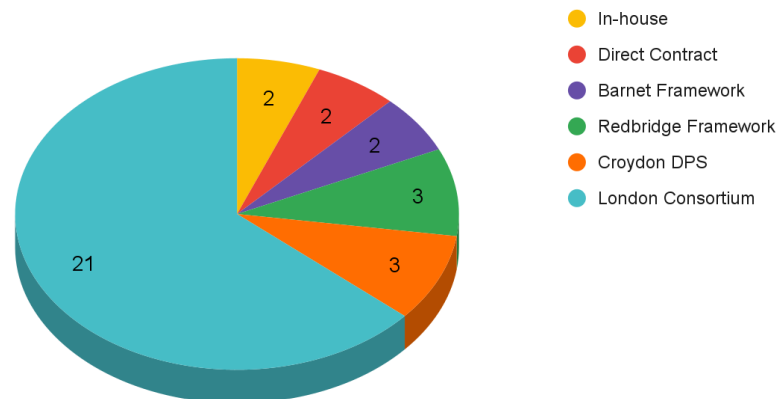
- 5.2.7. The relocation of Hackney ICES in Feb 2022 from Redbridge to another depot in London where the Provider also operates ICES provision for another CES contract has caused significant and enduring performance concerns for Hackney and the Local Authorities served by the other contract. Should continued 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.
- 5.2.8. 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).
- 5.2.9. 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.
- 5.2.10. 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.
- 5.2.11. 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.
- 5.2.12. The key benefits to be achieved through accessing the London CE Consortium single-provider framework are;
- 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

5.2.13. 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.

5.2.14. 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.

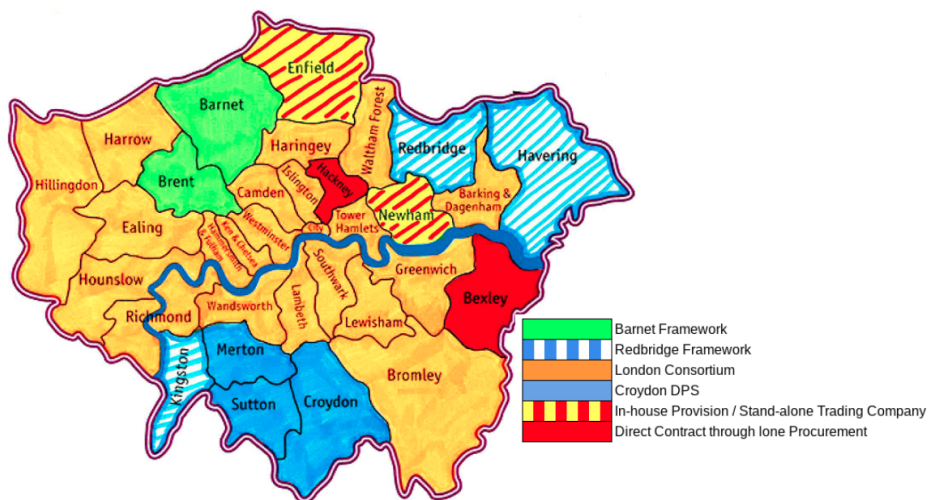
CES Provision in London



5.2.15. 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.

5.2.16. 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.

5.2.17. 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).



- 5.2.18. 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.
- 5.2.19. 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.
- 5.2.20. 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.
- 5.2.21. 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.
- 5.2.22. 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.

5.3. Membership and Joining Fee - Exempt Appendix 4

5.4. Options Appraisal

- 5.4.1.1. The ICES Insourcing / Outsourcing Options Appraisal (Exempt Appendix 2) has been developed as part of the commissioning review of CES led by the Council's Adults Commissioning team. The project team has reviewed needs and supply in relation to complex equipment services and has undertaken market analysis and stakeholder consultation. Adult Social Care, Adults Procurement, and Finance leads have participated in the project as part of the project team. Senior management has been consulted as members of the project board.
- 5.4.1.2. Key aims of the commissioning review have included:
- To identify financial benefits, efficiencies, and Value for Money and achieve efficiency savings.
 - To enable people to live as independently as possible by providing a resilient, timely, good quality, and readily accessible community equipment service.
 - To improve procurement practice and modernise systems to take account of new and sustained global, national and local challenges including future demographic changes.
- 5.4.1.3. The following six options were initially identified.
- Undertake a lone procurement exercise;
 - Develop an in-house provision;
- Call-off from an existing community equipment framework or DPS - available options being:
- Barnet / Millbrook framework
 - Redbridge / Medequip framework
 - Croydon DPS Managed Service
 - London Consortium Single Provider Framework
- 5.4.1.4. Membership of each framework and DPS arrangement can be found in Exempt Appendix 2 - Appendix 3 in the ICES Insourcing / Outsourcing Options Appraisal.
- 5.4.1.5. Of these options, the below were found not to be available to Hackney.
- 5.4.1.6. ***Barnet / Millbrook framework*** - by accessing this framework performance concerns are likely to remain.
- 5.4.1.7. **Croydon DPS Managed Service** - Croydon has advised that it is not possible for Hackney to access their DPS for the Managed Service as Hackney does not fit the required location profile.
- 5.4.1.8. The options appraisal focused on exploring the below remaining options:
- Undertake a lone procurement exercise
 - Develop an in-house provision
 - Call off a contract from the Redbridge / Medequip Framework
 - Call off a contract from the London CE Consortium Single Provider Framework

5.5. Benefits Realisation/ Lessons Learned

5.5.1. Provider Performance - exempt Appendix 4

5.5.2. The estimated total contract value, including options to extend, at the start of the contract period, was £6,650,000 over the 5-year contract period; with an estimated annual value of £1,330,000 (excluding any VAT applicable). The estimated spend against the contract in 22/23 is £2.3m

5.5.3. The 2022/23 forecast estimates pressures for the Council and health partners as outlined below.

Historic spend and current annual forecast	Social Care + Health Spend	Education Spend
2019-20	£2,076,379	£16,969
2020-21	£1,930,706	£43,767
2021-22	£1,683,867	£30,252
2022-23	£2,325,000	£27,000

5.5.4. The increased forecast for 2022/23 expenditure for health and social care is mainly due to the below key pressures:

- ❖ Increase in supplier costs – Pandemic Global response led to increased shipping and equipment costs. Rising inflation and the war in Ukraine have caused further increases in Provider costs e.g. staffing, fuel, and energy costs.
- ❖ A significant backlog of orders, which the provider is working to clear, with an estimated value of c.£200k. The backlog from 2021-22 fiscal year is only charged once delivery has been completed.
- ❖ Overall increase in demand and complexity of service user need.
- ❖ A decline in collection and recycling rates resulting in lower monthly credit value and higher net spend.

5.5.5. There are ways to achieve efficiencies and mitigate cost pressures through effective management of the contract and its operational use. Work is ongoing by commissioning and operational leads in the Council towards ensuring optimum efficiencies are achieved in the current contract, which will continue in any future contract. However, there are key challenges both specific to Hackney and more globally that cannot be effectively mitigated within the current arrangement.

5.6. Strategic Context

5.6.1.1. The proposals support the Best Value duty of the Council.

- 5.6.1.2. The provision of community equipment relates to the Council's responsibilities under the Care Act 2014.
- 5.6.1.3. Section 2 of The Care Act (2014) includes a general duty on local authorities to provide, arrange - or otherwise identify - services, facilities, and resources to prevent, delay or reduce the needs of adults for care and support in the local area. Or, likewise, in respect of the needs of carers. Statutory guidance on the Act states that *'Local authorities must provide or arrange services, resources or facilities that maximise independence for those already with such needs, for example, interventions such as rehabilitation/reablement services, e.g. community equipment services and adaptations.'*
- 5.6.1.4. Community equipment can help to keep people safe at home and prevent the escalation of needs, which can include hospital admission or residential care.
- 5.6.1.5. A key feature of the Care Act (2014) is the duty to promote well-being, which is defined to include nine components. One is personal dignity; another is physical and mental health, together with emotional well-being. A third is control over day-to-day life, and a fourth is the suitability of a person's home environment.
- 5.6.1.6. The provision of community equipment is highly relevant to each of these well-being components.
- 5.6.1.7. For parents/carers of children and young people, a third Care Act (2014) eligibility outcome will apply:
- Carrying out any caring responsibilities an adult has for a child.
- 5.6.1.8. The Children and Families Act (2014) and SEN Code of Practice (2014) are clear that children and young people with special educational needs (SEN) are included in this entitlement.
- 5.6.1.9. Social Value features highly in the new London CE Consortium framework. The framework requires the successful Provider to appoint a nominated Social Value Lead by contract commencement who is to work in partnership with the Consortium to ensure the service is supporting Local Authority members to meet their responsibilities under the Public Services (Social Value) Act 2012. There are a number of KPIs that contribute to regional and national sustainability goals and that will support the realisation of local benefits. Hackney is also able to specify its own additional local requirements through negotiation with the provider as part of the joining process.
- 5.6.1.10. The proposal supports Hackney to meet the requirements of the [NHS Hospital Discharge policy](#) (DHSC, 2022), which came into force as part of the COVID response, has since been updated, and is now business as usual. The provision of community equipment can enable people to be discharged from hospital sooner to a safer environment.
- 5.6.1.11. The proposals are in line with the key priority of the City and Hackney Place-Based Partnership as members of the NHS North East London Integrated Care System 'To support everyone living with a long-term condition in North East London to live a longer, healthier life.'

5.6.1.12. ICES is included in the City and Hackney Partnership Better Care Fund Plan 2022/23 and relates to the aims to promote independent living, prevent and improve outcomes for people with long-term health and care needs and facilitate timely discharge from hospital.

5.7. Preferred Option

5.7.1.1. Given the outcome of the options appraisal, and the project process to date, the preferred option is for Hackney to call off a contract for the future provision of ICES from the London CE Consortium single provider framework in partnership with existing key stakeholders, as listed below;

- NHS North East London Integrated Care Board
- Homerton Healthcare NHS Foundation Trust
- Hackney Ark
- Hackney Education

5.7.1.2. It is recommended that the ICES contract will apply for 5 years with options to extend for a further 1 year + 1 year.

5.7.1.3. The key features of this recommendation are;

- The size of the London CE Consortium enables collective bargaining and greater purchasing power, making this the most affordable, value for money, and Best Value option for the Council.
- The new Framework meets the business need by delivering all core requirements of Hackney ICES, plus requires the Provider to deliver additional benefits.
- Membership supports closer working with 21 other member boroughs, including our closest neighbours and fellow partners of the NEL HCP.
- The collaborative arrangement allows Hackney to combine and share resources with other members (i.e. stock, staffing, learning and problem solving, collective power to shape the market), improving the resilience of Hackney ICES to global, national, and local challenges.
- Lower management and support costs through the centralised Consortium team
- Joining is achievable within the available time frame, or sooner in response to any termination of the contract with our incumbent.
- Joining the framework saves Hackney lengthy specification drafting, procurement time, expertise, and cost.

5.8. Alternative Options (Considered and Rejected)

5.8.1. It should be noted that most local authorities no longer consider that they are able, by themselves, to provide and invest in the technology for complex warehouse logistics and distribution nor meet the high industry standards required for a modern cost-effective equipment service. Enfield is the only borough still delivering a traditional in-house equipment store. Haringey and Tower Hamlets both moved from an in-house model to join the Consortium in 2012 and 2019 respectively.

5.8.2. Nevertheless, developing an in-house service has been considered as part of the due diligence work.

5.8.3. The following options have been considered and rejected;

Option	Advantages	Disadvantages
Do nothing	The provision of community equipment is a statutory requirement under the Care Act 2014. The current contract has no further extensions available beyond 31 July 2023. Therefore, this is not an option.	
Undertake a lone procurement exercise	Would allow mobilisation to a new provider and depot. A requirement of the new contract would be the provision of a depot that meets Hackney's requirements. Due diligence would be needed for any shared arrangement proposed.	<p>Would necessitate the resources to run a full procurement i.e. lengthy specification drafting, procurement time, expertise, and cost, and to manage the contract when in place.</p> <p>The CES provider market is limited, meaning it is not unlikely that the contract may be awarded to the same providers of the available collaborative arrangements but at a greater cost.</p> <p>Hackney would remain isolated from other London boroughs and would not secure all the benefits, efficiencies and resilience available from collaborative arrangements.</p> <p>This is unlikely to help resolve the current performance issues and cost pressures experienced by Hackney CES</p> <p>Cannot be delivered within LBH timescales. An extension to the existing contract would be required meaning a longer period of poor service to our residents.</p>
Develop an in-house provision	<p>Efficiencies in equipment costs could be achieved by purchasing our equipment through the Croydon DPS model.</p> <p>Research suggests that an in-house model of provision could benefit from improved staff retention and control over service direction.</p>	<p>Hackney would remain isolated from other London boroughs and would not secure all the benefits, efficiencies and resilience available from collaborative arrangements.</p> <p>The Council would be responsible for improving the performance of the existing service and this option is unlikely to help resolve the current performance issues and cost pressures</p>

		<p>experienced by Hackney CES.</p> <p>Cannot be delivered within LBH timescales. An extension to the existing contract would be required meaning a longer period of poor service to our residents.</p> <p>Research suggests an in-house model of provision risks high staff sickness levels.</p> <p>Development of an in-house provision requires significant set-up costs and further ongoing costs outside of the available budget. Hackney would need to secure warehousing space and manage complex warehouse logistics and distribution.</p>
<p>Call off a contract from the Redbridge CE Framework</p>	<p>Would allow mobilisation to a new provider and depot.</p> <p>Joining is less time-consuming and resource intensive than completing a lone procurement or developing an in-house service.</p> <p>Redbridge, Havering, and Barking and Dagenham are members of the NEL HCP.</p> <p>The framework:</p> <ul style="list-style-type: none"> ● offers financial incentives, penalties, and rebate mechanisms in place of membership fees. However, it has not been possible to determine the benefits of these. ● has a clear process for default and 	<p>Not possible to successfully engage in the research and benchmarking exercise.</p> <p>The BHRICES partnership has been focused on contract mobilisation.</p> <p>It has not been possible to determine assumed efficiencies in equipment/activity costs.</p> <p>It is unclear if the partnership is open to Hackney joining or if this is achievable within the timeframe available.</p> <p>Calling off our own contract from the Framework would not achieve full benefits available from joining a larger collaborative arrangement.</p> <p>Entering into a shared depot arrangement may lead to the same challenges we are currently facing.</p> <p>The framework:</p> <ul style="list-style-type: none"> ● does not require the provider to pay LLW ● requires only 5-day week (Mon-Fri) normal operating

	termination mechanisms linked to performance.	hours, less than our current provision
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5.9. Success Criteria / Key Drivers / Indicators

5.9.1. The proposals will support the achievement of the Adult Social Care Outcomes Framework for 2018/19 (ASCOF), as follows:

Domain 1	Enhancing quality of life for people with support needs in particular.
1B	Proportion of people who use services who have control over their daily life
1D	Carer-reported quality of life
Domain 2	Delaying and reducing the need for care and support.
2B	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.
2C	Delayed transfers of care from hospital, and those attributable to adult social care
Domain 3	Ensuring that people have a positive experience of care and support.
3A	Overall satisfaction of people who use services with their care and support
3B	Overall satisfaction of carers with social services Placeholder
3E	Effectiveness of integrated care
Domain 4	Safeguarding.
4B	Proportion of people who use services who say that those services have made them feel safe

5.9.2. The proposed redesign will also support the achievement of the NHS Outcome Framework domains and indicators, as follows:

Domain 1	Preventing people from dying prematurely
Domain 2	Enhancing quality of life for people with Long Term Conditions
Domain 3	Helping people recover from episodes of ill health or following injury

Domain 4	Ensuring people have a positive experience of care
Domain 5	Treating and caring for people in safe environment and protecting them from avoidable harm

6. Project Progress

6.1. Developments since the Business Case approval - N/A

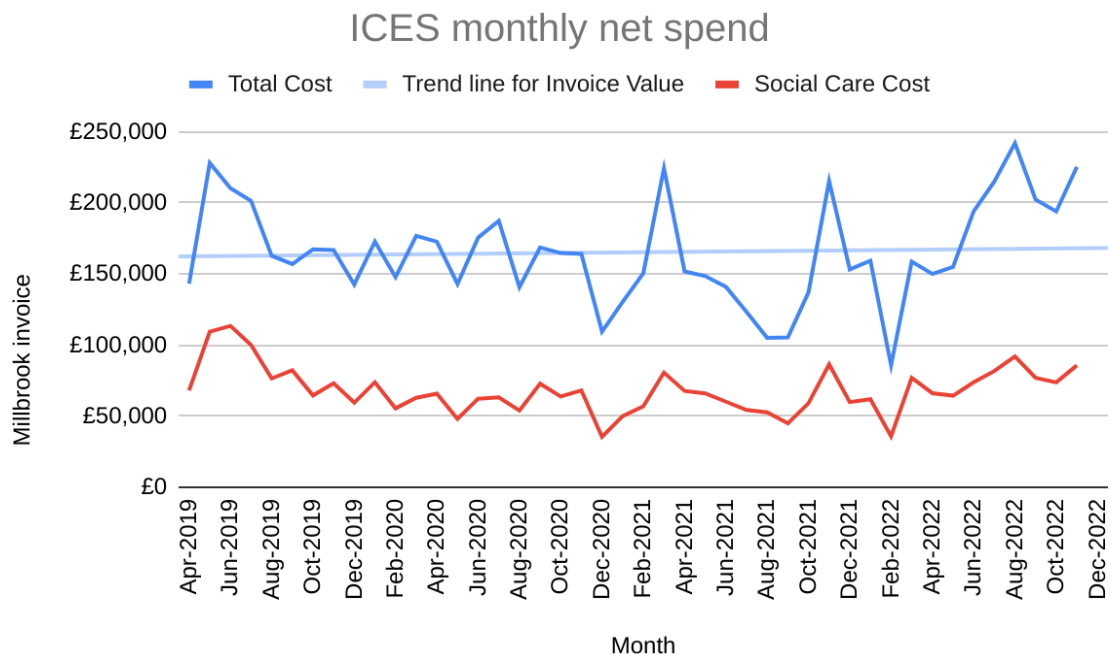
6.2. Whole Life Costing/Budgets

6.2.1. The historic spend on equipment by all partners for the past three years is shown below along with the current forecast of spend in 2022-23.

Historic spend and current annual forecast	Social Care + Health Spend	Education Spend**
2019-20	£2,076,379	£16,969
2020-21	£1,930,706	£43,767
2021-22	£1,683,867	£30,252
2022-23*	£2,325,000	£27,000

* forecast for the 22-23 year based on period 1-8 invoices; **Education shown separately as funding is ring fenced

6.2.2. The spend across this period is illustrated in the chart below:



6.2.3. The chart shows the significant month on month variance in the actual costs. It shows the impact of backlogs of equipment delivery with periods of spending below trend followed by periods of overspending against trend as the backlog is

worked through. The dark blue line shows the cost of all equipment and the red line shows the cost of equipment that was funded by social care. The light blue trend line shows the underlying inflation in the costs across this period.

6.2.4. Increased costs in the contract relates to several drivers - the main two are inflation relating to the cost of equipment and increased demand for community equipment. Community equipment inflation is mitigated by periodic review of the items available in the catalogue. Increased demand is mitigated by ensuring rates of recycling and repair of existing equipment remains high. The trend line shows cost increases of less than 1% per year.

6.2.5. It is difficult to project forward the inflationary pressure that will exist in this contract. The historic volatility of monthly spend means that reliance on the trend line may be too low considering recent levels of inflation. Consequently the costs have been modelled forward using OBR estimates of CPI from the commencement of the new contract. CPI is based on a basket of goods - 36.9% of CPI covers 'other tradable goods' . This element covers items that are relatively import-intensive and so was considered a good proxy for inflation in this contract. The OBR predicts CPI to be an average of 1.4% from Q3 2023. The table below shows these forecasts of spend.

Projection based on OBR CPI forecasts across maximum contract period (£k)		Estimated cost (no efficiency)	Cost with 13% efficiency	Consortium Membership Fee / Year one Joining Fee (50/50 split health/social care)	Total Social care and health	Social Care @ 40%	Health cost @ 60%	Education
Contract year 1	Aug 23 - Jul 24	£2,046	£1,780	£47	£1,827	£736	£1,091	£27
Contract year 2	Aug 24 - Jul 25	£2,074	£1,804	£10	£1,814	£727	£1,087	£28
Contract year 3	Aug 25 - Jul 26	£2,102	£1,829	£10	£1,839	£737	£1,102	£30
Contract year 4	Aug 26 - Jul 27	£2,130	£1,853	£10	£1,863	£746	£1,117	£31
Contract year 5	Aug 27 - Jul 28	£2,159	£1,878	£10	£1,888	£756	£1,132	£32
Contract year 5 + 1	Aug 28 - Jul 29	£2,189	£1,904	£10	£1,914	£767	£1,147	£33
Contract year 5 + 1 + 1	Aug 29 - Jul 30	£2,218	£1,930	£10	£1,940	£777	£1,163	£35
		£14,918	£12,978	£107	£13,085	£5,245	£7,840	£216

6.2.6. The total across 5 years is £9.4m and across 7 years is £13.3m

6.2.7. As the lead commissioner, Hackney Council holds the liability of the spend for all equipment. The proposal is that the NHS will then contribute grant funding via the Better Care Fund to support part of the expenditure. The Better Care Fund is reviewed each year and any increases in the fund are allocated by partnership agreement. The budgets/contributions available for each partner at the start of financial year 2023/24 are shown in the table below. Education funding is provided by the Council but is ring-fenced so shown separately to social care. Providing the efficiency is achieved in the contract, the budgets shown are sufficient to fund the estimated spend in the table.

Budgets £k	Social Care	Health	Education	Total
23-24	772	1,194	42	2,008

- 6.2.8. Key aspects of the contract that can achieve efficiencies and mitigate cost overspends include the volume of collections and recycling achieved, efficient practice in prescribing, the use of activities (5 day / same-day etc...), the use of peripheral stores and careful review of equipment ensuring that best value for money equipment is included in the items available to prescribers. Further details can be found in Sec. 7.16 Savings / Efficiencies
- 6.2.9. The Council intends to adopt a pooled budget under section 75 of the National Health Service Act 2006 with NHS North East London Integrated Care Board and Homerton Healthcare NHS Foundation Trust from 1 April 2023 using the Better Care Fund monies with responsibilities of all three parties underwritten by a Memorandum of Understanding. Authority for such arrangements will be sought separately by officers.
- 6.2.10. The pooled budget will retain the 60/40 health and social care, respective proportional split.
- 6.2.11. Hackney Education (Special Educational Needs) continue to be invoiced separately by the new Provider for their use of the service.
- 6.2.12. Monthly internal spend review meetings will be attended as a minimum by the Principle Therapy Lead and identified senior post in HH. Stakeholder contract/commissioning leads and Prescriber team managers will be required to attend as appropriate. The aim of these meetings is to optimise practice efficiency and reduce spend on the contract.
- 6.2.13. 6-monthly - annual budget review meetings will be attended by the Authorised Officers and Deputies, and commissioning and finance leads for NHS NEL ICB and HH.
- 6.2.14. The Whole Life of the contract will include future recommissioning of the contract at which point it is important to determine if there is a financial impact of the remaining equipment held by the contractor if the contract is awarded to a different provider.

- 6.2.15. The incumbent has advised that it is extremely difficult to provide an estimate for redundant stock costs with 6-7 months remaining on the contract as stock movement until the end of the contract is difficult to forecast. Commissioning is working with the incumbent, the new provider and London CE Consortium Central Team clinical lead to identify and agree lines of redundant stock that can be purchased by the new provider from the incumbent as part of mobilisation to the new contract. The aim of this exercise is to reduce the cost of redundant stock charged to the Council at the end of the contract period. The redundant stock charged at the end of the previous ICES contract in 2018 was £54k. The London CE Consortium Framework includes a clause, which prevents the successful Provider from charging Members for redundant stock at the end of the contract period. Therefore, redundant stock charges will not be an issue moving forward.
- 6.2.16. The current contract arrangements include funding for 2 x 0.5FTE posts within the Occupational Therapy Team. HH currently contributes to these costs. The future arrangements are that HH will continue contributing to these posts from a budget that has been confirmed as separate to the £1,194,000 health budget, which HH has confirmed is purely for direct equipment costs.

6.3. Policy Context

- 6.3.1.1. The proposal contributes towards the Council's strategic aims and objectives as set out in the below local policies:
- Hackney Sustainability Procurement Policy, 2018-2022
 - Hackney Labour Manifesto 2022-26 - 'Working Together for a Better Hackney'
 - Hackney Sustainable Community Strategy, 2018-28
 - Hackney 'A Place for Everyone' Corporate Plan, 2018-2022 (refresh 2020)
 - Hackney Housing Strategy, 2017-2022

The Mayor's Priorities 'Working Together for a Better Hackney' 2022 - 2026:

Mayoral Priority	How this proposal will support the priority
Step up support and help Hackney recover - we will ensure residents get value for money from well performing Council services that support the most vulnerable and service the wider community	The proposal will support this priority by allowing the Council to achieve the best value for money in purchasing community equipment. The London Consortium is the largest collaborative arrangement for community equipment in London with the greatest purchasing power. Efficiencies made through membership will help the Council to continue to meet the increasing need of our population within the available budget.
Step up support and help Hackney recover - we will secure good jobs and opportunities for local people,	The proposal supports these priorities as the framework requires the provider to pay London Living Wage to its employees working and/or living in London.

<p>promote the LLW and continue to invest in our apprenticeship programme.</p> <p>Thriving high streets and neighbourhoods:</p> <ul style="list-style-type: none"> - create a living wage led economy that connects local residents with good jobs and opportunities. 	<p>Sustainable KPIs require the provider to recruit locally providing training and good job opportunities for Hackney residents with a particular focus on targeting these opportunities to socially excluded / disadvantaged groups e.g. care leavers, young people not in employment, education or training.</p> <p>Locally Hackney will include an additional KPI requiring the provider to provide apprenticeship opportunities, linking in with Hackney's award winning apprenticeship programme.</p>
<p>A green new deal for Hackney:</p> <ul style="list-style-type: none"> - Reduce Hackney's carbon footprint through reduce, reuse, recycle. - Improve the recycling rate and reduce waste. <p>Thriving high streets and neighbourhoods:</p> <ul style="list-style-type: none"> - A fair trade borough supporting communities around the world 	<p>The framework requires the following contractual commitments from the Provider. Each commitment has clear targets with specified time frames throughout the contract period;</p> <ul style="list-style-type: none"> - Promote environmental sustainability and resource efficiency by minimising waste streams and applying circular economy principles. <p>Specific targets relating to this commitment are;</p> <ul style="list-style-type: none"> - Annual targets for reducing landfill by contract end. Baseline, then quarterly reporting on weight of waste streams (exc. equipment/parts) to inform and track performance against waste reduction targets. - Identify partners who will work with the Consortium to donate usable 'legacy items' to Charities and Voluntary organisations within the UK, Europe and developing Countries - Circular Economy principles to applied to whole service: <ul style="list-style-type: none"> - reusable packaging - recycled packaging - biodegradable packaging
<p>A green new deal for Hackney:</p> <ul style="list-style-type: none"> - we will reduce transport emissions and work towards achieving a 10% reduction in CO2 emissions from all vehicles' 	<p>This proposal supports the delivery of Hackney's net zero ambition as the framework requires the provider to work towards a 10% reduction in average vehicle emissions/km of NOx, PM10. PM2.5 and CO2 per annum.</p> <p>It is the policy of the Consortium that the provider adopt hybrid or electric vehicles with the aim to transition most vehicles by 2024/25.</p>

6.3.1.2. The proposals also contribute toward the following key priorities of the NHS North East London Integrated Care System;

- to work together to create meaningful work opportunities for people in North East London
- to support everyone living with a long term condition in North East London to live a longer, healthier life.
- To improve the mental health and well being of the people of North East London

6.4. Consultation/Stakeholders

6.4.1.1. Communication and consultation with key stakeholders from NHS NEL ICB, HH, Hackney Education, and Hackney Ark have been maintained throughout the commissioning review and the options appraisal shared.

6.4.1.2. To date, the recommendations have received no challenge from senior partners representing key stakeholder groups. Formal agreement is expected to be achieved in 2023.

6.4.1.3. There is no statutory requirement for consultation with Service Users with regards to this proposal. Given the nature of the CES, being commercial logistics rather than care provision, there are clear outcomes and KPIs already in place that are in line with industry quality standards. Furthermore, the ongoing provider concerns process means that commissioning is receiving regular detailed performance monitoring data including regular feedback from Service Users and Prescribers. As such commissioning have a very clear understanding of the challenges, performance issues and areas for improvement, which have been taken into account and have informed the aims and objectives of the project group.

6.4.1.4. An evaluation of Service User feedback has been completed.

6.4.1.5. In total 30 Service Users were contacted to get their views and opinions. Questions were asked about their overall experience of the service, the quality of the equipment received, as well as their customer service experience from the technician who installed the equipment and the customer service team who booked in the job

6.4.1.6. The table below shows how Service Users rated their experience, and demonstrates that in the main they were satisfied with their overall experience. However it also shows that some Service Users felt that the quality of the equipment and their customer service experience was very poor.

Question	Excellent /Very Good	Good	OK	Poor	Very Poor	No Comment
How do you feel about your overall experience with Millbrook Healthcare?	10%	50%	23%	10%	7%	N/A
How do you feel	17%	46%	10%	7%	17%	3%

about the quality of equipment that you have received?						
How was your experience with the Driver Technician	30%	43%	17%	0%	7%	3%
How was your experience with customer services	30%	30%	20%	7%	13%	N/A

6.4.1.7. Where explanations were offered about equipment quality some Service Users felt that the equipment had not been cleaned thoroughly before being installed. One Service User stated that they felt the chemicals being used in the cleaning process had caused a 'bad reaction' . With regards to customer service, Services Users complained of long call waiting times and poor communication when making enquiries about missing or delayed equipment

6.4.1.8. Service Users were also given the opportunity to make suggestions for service improvement. Some suggestions received were:

- "improve communication, and provide updates"
- "Staff working should be more patient and show empathy"
- "keep promise to call 30 mins before arrival"

6.5. Risk Assessment/Management

6.5.1. The result of the Risk Assessment Tool (RAT) is Medium (Assessment completed and approved by the Head of Corporate Procurement on 23 Aug 2022)

Risk	Likelihood	Impact	Overall	Action to avoid/mitigate risk
Incumbent forced to give notice before contract end.	Low ▾	High ▾	Low ▾	Continued close communication with relevant Local Authority commissioners to negotiate a reciprocal outcome for all parties. Hackney contract requires 6-month notice prior to any termination. London CE Consortium has confirmed urgent access to their Framework can be arranged if necessary.
Continued poor performance of our incumbent	Medium ▾	Medium ▾	Medium ▾	Performance is improving. Will continue close monitoring and partnership working with the incumbent's senior management. Escalating any significant

				concerns for response by the incumbent's Exec Board as required.
Cost of service exceeds available expenditure	Medium ▾	Medium ▾	Medium ▾	This is a statutory service so expenditure must meet service demand. Senior officers across all stakeholder groups are managing the partnership to optimise practice efficiency. This will continue under the Framework. Further efficiencies are expected from joining the collaborative arrangement.
Pooled budget reduces responsibility of HH to optimise prescriber practice efficiency	Medium ▾	Medium ▾	Medium ▾	Section 75 agreement between NHS NEL ICB and LBH as commissioners will require the NHS to meet all health costs. MOU will identify senior posts from LBH and HH and outline their responsibilities and accountability for optimising practice efficiency and spend management; monthly internal spend review meetings and 6-month moving to annual budget review will be required.

7. Insurance

7.1. Under the CES terms and conditions the Provider to the framework is required to have the appropriate levels of insurance as a requirement of participating in the framework procurement. The Provider shall at its own cost and throughout the Framework Period (and in the case of the professional indemnity insurance at for a period of six (6) years following the termination or expiry of the Framework Agreement) take out and maintain with reputable insurers such policy or policies of insurance as may be necessary to insure the Provider against all manner of risks which might arise in connection with the Provider's performance of its obligations under the Framework Agreement and the relevant Call-Off Contract including (without limitation) in respect of the following policies:

7.2. The following insurance compliance have been set;

- **Employers' liability** in compliance with the Employer's Liability (Compulsory Insurance) Act 1969 not less than ten million pounds sterling (**£10,000,000**)
- **Public liability** such insurance cover shall be not less than twenty million pounds sterling (**£20,000,000**)
- **Product liability** such insurance cover shall be not less than twenty million pounds sterling (**£20,000,000**)
- **Professional indemnity** insurance such insurance cover shall be not less than five million pounds sterling (**£5,000,000**)

8. Market Testing (Lessons Learnt/Benchmarking)

- 8.1.** The community equipment market only has a small number of commercial providers, with most of these services being accessed by framework agreements.
- 8.2.** In developing an in-house provision or completing a lone procurement Hackney would remain isolated from other London Boroughs and would not benefit from efficiencies of purchasing power, shared equipment and Provider staffing.
- 8.3.** Given the limited market it is also not unlikely that any lone procurement would result in a contract being awarded to the same providers of the available collaborative arrangements but at a greater cost.
- 8.4.** Economies of scale can only realistically be achieved through joining a collaborative arrangement, increasing the membership of such an arrangement can in turn increase the economies of scale and benefits achieved. CES provision in London suggests that most London boroughs support this view.
- 8.5.** The LBH Adults Commissioning team contacted the five lead commissioning and nine member authorities to invite them to be part of a benchmarking exercise. Through this exercise we were able to determine that entering into a collaborative arrangement, more specifically the London CE Consortium, would be the most effective and efficient way to respond to the challenges faced by our existing CES, enabling Hackney to better meet resident equipment supply needs, and provide Best Value.

9. Savings / Efficiencies

- 9.1.** The new contract includes an assumption of 13% efficiency on cost against the current estimated volume of equipment being prescribed. This efficiency is key to maintaining the contract within budget. Since the contract activity is dependent upon demand and costs are also subject to unknown future equipment inflation, it would not be sensible to reduce the available budget until it is very clear the efficiencies are being delivered.
- 9.2.** The below areas for efficiencies will help tackle significant cost pressures and help bring the service cost closer to the available budget, supporting the Council to continue to meet the increasing need of our population.

Area for potential efficiencies	Comments
Reduction in equipment and activity costs	<p>The Consortium purchasing power will allow the Council to achieve the best value for money in the cost of community equipment procured and the Provider service activity rates charged.</p> <p>The Central Consortium team leads monthly Equipment Review Groups (ERGs) to ensure best</p>

	<p>value is achieved on standard items of equipment. The aim is for all standard equipment to be reviewed within a 2-year period. Hackney will select items from the Consortium catalogue to build our local standard catalogue, which will be subject to review at a local level to ensure best value.</p>
<p>Increasing collection and recycling credit ratios</p>	<p>The future contract via the Consortium framework will continue to operate a 90% credit buy back model for all recycled standard equipment. Maximising the volume of standard items collected and recycled each month can achieve significant reductions in monthly net spend.</p> <p>Hackney will continue to work in partnership with the new Provider to initiate 6-monthly external communication campaigns to increase the number of collections raised by our residents and Prescribers.</p>
<p>Increasing the use of recycled special items (RSPs)</p>	<p>RSPs remain the property of the Council and the credit buy back model is not applied to these items. However, the Council is not charged when prescribing RSPs. Therefore, efficiencies are only achieved if RSPs are prescribed instead of purchasing new special items.</p> <p>We will work with the new Provider to ensure their online system makes it easy to identify available RSPs, encouraging prescribers to use these in place of new items wherever possible.</p> <p>The new contract will allow Hackney to share our RSP stock with other members. This increases the possibility that RSP stock will be reused, and allows Hackney to charge the interested member an agreed percentage of the original RSP item value. In turn, this arrangement allows Hackney to procure special items at a reduced value if available as RSPs from other members.</p>
<p>Optimise practice efficiency - appropriate levels of prescribing and appropriate use of emergency activities</p>	<p>Prescriber Team Managers will be expected to attend monthly internal spend management meetings and will be held accountable for their team spend. The meetings will identify areas where practice can be improved to achieve efficiencies e.g. ensuring equipment being prescribed is appropriate to assessed clinical need and ensuring staff are only using urgent speeds where absolutely necessary.</p>

	The online system will continue to require management authorisation for high value orders and use of urgent activity speeds.
Increase use of peripheral stores	<p>Using peripheral stores is efficient as it usually means the Service User can access the equipment sooner and helps reduce spend by avoiding delivery/installation activity charges.</p> <p>There are currently four peripheral stores in Hackney. The new Provider will be required to increase the size of the existing stores and look to develop additional stores within the borough.</p>
Reduction in out of borough charges	<p>Service provision to residents living outside the borough is not a common occurrence but when needed requires an out of borough (OOB) charge rate to be paid. OOB charge rates are calculated for each individual case but all tend to be very expensive.</p> <p>As a member of the Consortium, Hackney would only be charged OOB rates when the activity falls outside the Consortium boundary.</p>

10. Sustainability Issues and Opportunities, Social Value Benefits

10.1. Procuring Green

10.1.1. Set out below are the possible negative environmental impacts that were identified by the Procurement Impact Assessment (PRIMAS), linked to the Hackney sustainable procurement priorities, and how each will be addressed by the London CE Consortium framework and environmental KPIs within the specification;

1. Vehicle emissions; 2. Increased carbon footprint from global supply chains

Hackney Sustainable procurement priorities: Minimising Transportation Distances / Delivery Schedules; Reducing CO2 Emissions;

- Minimise vehicle emissions through use of route planning software, fuel efficient engines that meet ULEZ std as a minimum.
- Reduce fleet emissions - minimum 10% annual reduction in average vehicle emissions/km with baseline of fleet vehicle emission data to be provided within 3-months of contract commencement
- Phase in vehicles using cleaner technologies over the lifespan of the contract. Full fleet of hybrid / electric vehicles by 2024/25
- Reduce carbon footprint through minimising frequency of global supplier delivery schedules
- Achieve high equipment recycling rates

3. Increased waste to landfill

Hackney Sustainable procurement priorities: Minimising Waste and Diverting from Landfill; Waste Reuse and Recycling; Minimising Packaging / Recycled Packaging;

- Procure quality equipment with a longer life
- Achieve high equipment recycling rates.
- Work towards 'zero waste to landfill' - Baseline, then quarterly reporting on weight of waste streams (exc. equipment/parts) to inform and track performance against waste reduction targets
- Circular Economy principles to be applied to whole service: reusable packaging / recycled packaging / biodegradable packaging

10.1.2. The framework requires the Provider to have achieved or be working towards ISO 14001 certification.

10.2. Procuring For A Better Society

10.2.1. Set out below are the possible negative and positive economic impacts that were identified by the PRIMAS, linked to the Hackney sustainable procurement priorities, and how each are addressed by the London CE Consortium framework and economic KPIs within the specification;

1. The contract value is too large for small to medium providers to be in a viable position to complete

Hackney Sustainable procurement priorities: Opportunities for SMEs; Opportunities for the Third Sector

- Provider to identify partners who will work with the Consortium to donate usable 'legacy items' to Charities and Voluntary organisations within the UK, Europe and developing Countries
- Subcontract opportunities for SME contractors targeted in the boroughs where depots are located - Minimum of 2 initiatives per annum to facilitate procurement from local contractors

10.2.2. Additionally, market testing and research found that there is no known market of CES SME or voluntary sector service providers.

1. The contract will create opportunities for local employment and apprenticeships.

Hackney Sustainable procurement priorities: Employment Opportunities for Local People; Apprenticeships and Training for Local People

- Prioritise advertising new roles for staff, training and apprenticeship opportunities in the borough with a focus on socially excluded/disadvantaged groups
- 100% of new contract vacancies advertised through relevant local employment services before being advertised more widely
- Work with Hackney Employment Pathways Team to identify and deliver suitable apprenticeship opportunities
- Report number and percentage of;

- local people employed on the contract
- local people offered apprenticeships on the contract

10.3. Procuring Fair Delivery

10.3.1. Set out below are the possible positive and negative social and ethical impacts that were identified by the PRIMAS, linked to the Hackney sustainable procurement priorities, and how each will be addressed by the London CE Consortium framework and economic KPIs within the specification;

Hackney sustainable procurement priority: London Living Wage

- All staff based/working in London to be paid London Living Wage
- No 'zero hour' contracts

1. There are potential risks of Modern Slavery, Forced Labour or Human Trafficking within the CES supply chain.

Hackney sustainable procurement priority: Tackling Modern Slavery

- Clear reporting requirements and timeframes for delivery relating to compliance with Modern Slavery Legislation throughout supply chain, within scope of Sec.54
- Maintain an active Modern Slavery Risk Register for the full supply chain with outline and details of measures taken to mitigate risk
- Publish a valid annual Modern Slavery Statement

Hackney sustainability procurement priority: Equality, Diversity and Inclusion (Staff / Service Users)

2. The contract has clear reporting requirements and targets for reducing gender pay gaps and gaps in representation from different ethnic groups amongst staff managing/delivering the contract

- Present gender pay gap data; and proportions of people in different ethnic groups at each tier of the provider organisation relevant to the management and delivery of the contract within 6-months of contract start date, then annually
- Where a gender pay gap is identified or where people of different ethnic groups are underrepresented compared to London's ethnic diversity, set out an action plan to narrow the pay gap / imbalance in ethnic representation as part of the first annual report.
- Outline and detail targeted recruitment approach - minimum 2 initiatives per year - successful initiatives can be repeated

3. The contract includes Customer Standards that have been co-produced with Service Users and their Carers across all 21 member boroughs.

4. All staff to complete awareness training in; Autism and Neurodiversity; Dementia; Mental Health; and Sensory Impairments

- 100% staff completed training within 6-month of start of contract or employment
- 100% of staff completed training within 2-years of most recent session

10.4. Equality Impact Assessment and Equality Issues

- 10.4.1. A full Equalities Impact Assessment is not required as this proposal does not constitute a review of existing policies, development of new policies or develop new plans or processes for service delivery.
- 10.4.2. A Procurement Impact Assessment has been completed and does not highlight any intended or unintended negative impacts on any specific group highlighted in the Equality Act 2010.

10.5. Social Value Benefits

- 10.5.1. The London CE Consortium framework and specification offers Social Value benefits by requiring the Provider to;
- Appoint a nominated Social Value Lead by contract commencement who will work in partnership with Consortium to ensure meeting LA responsibilities under the Public Services (Social Value) Act 2012
 - Support local communities within the Consortium boroughs through e.g. sponsorship, volunteering to deliver community benefits - Minimum 2 initiatives per year (boroughs targets should change each year) evidenced by reporting outlining detail of social value delivered to local communities within achieved outcomes.

11. Tender Evaluation

- 11.1. The Framework Agreement is for an initial 5 years with an option to extend for a further 2, this exceeds the 4 years as guided by Regulation 33(3) of PCR 2015. The Contract Notice provided justification for the longer framework agreement period.
- 11.2. The Invitation to Tender (ITT) was published on 9 May 2022 with a submission date of 4 July 2022 at 12:00, and two tender responses were received by the response deadline. The initial 7-week tender period was extended by 7 working days following tender amendments to the contract and specification document. This enabled satisfactory time for the bidders to review any changes which were minor corrections and inclusions. All tender amendments and queries questions were captured on a spreadsheet which was issued to all suppliers.
- 11.3. The tenders received were from 2 bidders. 21 suppliers accessed the tender documents with 4 declining to respond.
- 11.4. The tenders were evaluated on the following award criteria as stipulated in the ITT: 40% - Commercial 50% - Quality/Technical 10% - Social Value / Responsible Procurement
- 11.5. The evaluation panel consisted of current Consortium members for multiple boroughs, IT experts and included the lead authorities Responsible Procurement manager to ensure the quality questions could be evaluated with the correct expertise. Individual evaluations were conducted and followed by moderation meetings to reach consensus scores.

12. Recommendation

- 12.1.** Based on the most economically advantageous tender, it was recommended that NRS Healthcare, Company registration number (01948041) be awarded the contract for the provision of Integrated Community Equipment Services for the London Consortium.

13. Contract Management Arrangements

- 13.1.** The contract will be managed locally by the Hackney Council Adults Commissioning Team. This will include the submission of monthly performance reports and monthly contract management meetings with the Provider, which will be used to review service delivery and performance against required service levels and key performance indicators. Key stakeholders will be represented at these meetings by the Principle Therapy Lead in Adult Social Care Operations, contract/commissioning leads and/or Prescriber team managers.
- 13.2.** The Authorised Officers named in the call-off contract will be the responsible Quality Assurance and Compliance Officer in the Hackney Council Adults Commissioning team. At minimum, Deputies to the Authorised Officer will include the responsible Adults Commissioner, the Principle Therapy Lead in Adult Social Care Operations and identified senior posts from NHS NEL ICB and HH.
- 13.3.** Each stakeholder group must nominate a minimum of one named representative to act as Committee Members (Exempt Appendix 3) who will be required to attend quarterly Consortium Board meetings, and/or sub-committee meetings as appropriate, or in the absence of the Authorised Officer and nominated Deputies.

14. Key Performance Indicators

- 14.1.** High level Key Performance Indicators (KPIs) are outlined below (** are to be negotiated with the Provider under the Hackney call-off contract);

Description	Evidence	Performance Target
First time on time - On time completion of all orders.	All orders completed on time as a percentage of all completed orders.	Minimum Year 1: 75% Year 2: 85% Years 3 to 5: 90% Contract Extension (if enabled): 90% **Hospital Discharge related requisitions: 100%
**Able to meet service demand - Prevent backlog of orders	Orders completed as a percentage of total orders placed in the period.	Minimum Year 1: 75% Year 2: 85% Years 3 to 5: 90% Contract Extension (if enabled): 90%
Keep service users safe - on time completion of	PPMs completed on time as a percentage of all	Minimum of 80%

Pre-Planned Maintenance (PPMs)	completed PPMs.	
**Equipment collection and recycling	Standard equipment collected as a proportion of standard equipment issued	65%
	Standard equipment recycled as a proportion of standard equipment collected	85%
	Special equipment recycled as a proportion of special equipment collected	80%
**Collection credit ratio	Credit value as a proportion of the value of standard equipment delivered	65%
**Stock levels	Percentage of standard equipment that is out of stock	Maximum 5%
**Complaints	Number of complaints received	Number of complaints received each month is maximum 0.25% of total order activity in the month
	Complaint resolution	95% attendance of simple complaints (service concerns) responded to and resolved within 5 working days, and formal complaints within 20 working days

14.2. All KPIs and Contractual Requirements of the London CE Consortium Framework agreement can be found in Exempt Appendix 1 'Service Specification Issue 3, Appendix 3, pp 53-60'.

15. Comments Of Group Director Of Finance And Corporate Resources

15.1. The report seeks approval from the Cabinet Procurement and Insourcing Committee to join the London CE Consortium by accessing the single provider framework for the delivery of the Hackney Integrated Community Equipment service (ICES). The contract will commence on 01 August 2023 for a period of 7 years (5+1+1) with an estimated total contract value of £13.3m, and an estimated

annual value of £1.85m rising to £1.97m subject to an annual service review and funding available.

- 15.2.** The report also communicates the intention that membership to the London CE Consortium should be in partnership with existing key stakeholders of the ICES as outlined in section 5.7 above, and that the joining and subsequent annual membership fee (currently £37k and £9.4k respectively) is split 50/50 between Hackney Council and NHS NEL ICB.
- 15.3.** The contract will be funded via a proposed pooled budget arrangement between the Council, NHS NEL ICB, and Homerton Healthcare NHS Foundation Trust. This will commence from 01 April 2023 using the BCF Section 75 with responsibilities of all three parties underwritten by a Memorandum of Understanding, with a charging model based on a pre-approved 60/40 health and social care respective proportional split. Hackney Education will fund their respective equipment cost from their allocated ring-fenced budget and will be invoiced separately by the contract provider. The budgets reflected for each partner outlined in section 6.2.7 of the report is sufficient to fund the annual contract spend, providing annual efficiencies estimated are realised.
- 15.4.** The contract expenditure year on year, includes a number of assumptions around inflation and demand pressures, and includes a 13% annual contract efficiency, as outlined in the Whole Life/Budget Costings section of the report. The risk is demand and inflation will exceed these assumptions leading to additional cost pressures, and any contract efficiencies realised will not be sufficient to mitigate rising cost pressures. The contract will need to be monitored carefully to ensure maximum value for money, and that any demand pressures are well understood including any future changes to the availability of funds are identified to ensure expenditure is contained within the budget available for the service.
- 15.5.** There is a risk in relation to the cost of redundant stock remaining at the end of the current contract for ICES, as outlined in section 6.2.13 of the report. The cost of any redundant stock not purchased by the new provider as part of the mobilisation of the contract, will need to be contained within the funding available for the service. Redundant stock charges will not be an issue going forward, as the London CE Consortium Framework includes a clause preventing charging for redundant stock at the end of the contract period.

16. VAT Implications On Land & Property Transactions

- 16.1.** Not applicable.

17. Comments Of The Director, Legal, Democratic & Electoral Services

- 17.1.** This Report has been classified as Medium Risk. Paragraph 2.7.7 of Contract Standing Orders states that, in respect of procurements with a risk assessment of "Medium Risk", Cabinet Procurement and Insourcing Committee will determine the award of contracts above the value of £2m. The estimated maximum value of the contract in this Report is above £2m so therefore Cabinet Procurement and Insourcing Committee can agree the recommendations in this Report.

17.2. Details of the procurement process undertaken to appoint the service provider by the lead Borough for the London Community Equipment Consortium Framework Agreement are set out in this Report. Local authorities who are existing or may become future members of the London Community Equipment Consortium were identified as parties who may use the services in the call for competition or the invitation to confirm interest as required under Regulation 33(5) of the Public Contracts Regulations 2015. Therefore, in order for the Council to access the services of the provider, it will need to join the London Community Equipment Consortium and this report seeks authority to do so.

17.3. In addition it should be noted that authority to establish the necessary pooled budget arrangements between the Council, NHS North East London Integrated Care Board and Homerton Healthcare NHS Foundation Trust under section 75 of the National Health Service Act 2006 will be sought separately. Section 75 of the NHS Act 2006 allows partners (NHS bodies and councils) to contribute to a common fund which can be used to commission health or social care related services.

18. Comments Of The Procurement Category Lead

18.1 The estimated value of the proposed service is above the relevant UK public procurement threshold of £663,540 (Social and Other Specific Services “light touch” regime) and must be awarded in accordance with the relevant procedures set out in the Public Contracts Regulations 2015. The Council’s Contract Standing Orders require the award of any contract with a total value of more than £2M be approved by Cabinet Procurement and Insourcing Committee.

18.2 The recommendations to join the London Community Equipment Consortium and access the single provider framework are supported for the reasons set out in the report. The benefits of joining the consortium will include; efficiencies related to equipment and other costs, increased resilience to supply chain and staff capacity issues, and greater strength to share and challenge suppliers.

18.3 Relevant KPIs and performance measures are proposed including those aligned to strategic and corporate targets. Appropriate sustainability and social value related requirements will be incorporated into the contract.

18.4 The timeline for the mobilisation and commencement of the service by 1 August 2023 is reasonable and should ensure a smooth transition to the new service.

Appendices

PUBLIC

Appendix 1 - [National policy frameworks and general legislation relevant to the provision of community equipment](#)

EXEMPT

Exempt Appendix 1 - London Community Equipment Consortium Tender Documents

- Framework Agreement
- Service Specification V3
- Call-off Contract Issue

Exempt Appendix 2 - Insourcing / Outsourcing Options Appraisal Report

Exempt Appendix 3 - Consortium Constitution - to be updated for new contract

Exempt Appendix 4 - Sec. 5.3 Membership and Joining Fee / Sec. 5.5 Benefits Realisation Lessons Learned

Exempt

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

NONE

Background Documents

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.

BACKGROUND DOCUMENTS: NONE

Report Author	Charlotte Smith _____ Senior Commissioning Officer _____ charlotte.smith@Hackney.gov.uk _____ 0208 356 7729
Comments for and on behalf of the Group Director of Finance and Corporate Resources prepared by	Reza Paruk _____ Head of Finance (Adults, Health and Integration) _____ reza.paruk@hackney.gov.uk _____ 020 8356 4223

Comments for and on behalf of the Director of Legal, Democratic and Electoral Services prepared by	Patrick Rodger <hr/> Senior Lawyer <hr/> patrick.rodger@hackney.gov.uk <hr/> 020 8356 6187
Comments of the Procurement Category Lead	Timothy Lee <hr/> Procurement Category Lead for Health and Social Care <hr/> timothy.lee@hackney.gov.uk <hr/> 0208 356 7782

TITLE OF REPORT

Provision of advice and support to single homeless clients at the Greenhouse

Key Decision No

RISK ASSESSMENT TOOL RATING (Low / Medium)	Medium
CONTRACT VALUE (for duration of the contract including extensions)	£1,407,335
APPROVAL ROUTE (Director for Low Risk, HPB for Medium Risk)	HPB
CONTRACT DURATION (including extensions e.g. 2 yrs + 1 yr + 1 yr)	3 yrs + 1yr

HPB MEETING DATE 12th April 2022	CLASSIFICATION: If exempt, the reason will be listed in the main body of this report.
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WARD(S) AFFECTED

CABINET MEMBER

GROUP DIRECTOR

1. GROUP DIRECTOR'S INTRODUCTION

- 1.1. Hackney Council remains committed to preventing and reducing homelessness, tackling the causes of homelessness and supporting those in need.
- 1.2. Homelessness in the borough is rising, and the council continues to adapt and refresh its response in a period of unprecedented change, including rapidly rising property values and rents, an increased demand for social housing across the board, and supporting residents through significant welfare reform. The Council has put in place a comprehensive Homelessness Strategy that builds on the achievements, whilst responding and adapting to the changing environment in which homelessness and support services are delivered.
- 1.3. The Greenhouse Centre is core to this activity. It is a high performing service providing health, employment, benefits and housing advice services to single people. It provides a walk in service and appointment based service for single homelessness, with comprehensive housing, welfare and employment advice and support to all single people, coupled with the health offer. In addition it offers showering facilities for the street homeless.
- 1.4. The Greenhouse is based in Tudor Road and was initially launched in 2007, as a partnership between Hackney Council, NHS England and Thames Reach. Thames Reach was commissioned to deliver the frontline customer interaction as a specialist service that very few other providers can replicate.
- 1.5. The Greenhouse has been an innovative approach to meeting the needs of that section of the community that finds it most difficult to engage. It provides a welcoming and relaxed environment that is more approachable for service users than a Council building. Combining the expertise of ThamesReach and the Benefits & Housing Needs Service has improved outcomes and established a clear pathway into housing, with options that increase a service user's likelihood of a positive conclusion.
- 1.6. The Greenhouse currently operates as a commissioned service delivered by Thamesreach who are contracted to 31st August 2022. Undertaking a tendering exercise at this time will ensure a compliant contract is in place to meet future requirements. This will adhere to the Council Standing Orders and also Public Procurement Regulations. A new contract will commence from 1st September 2022.

2. RECOMMENDATION(S)

- 2.1. **That the Hackney Procurement Board approve procurement, by competitive tender, of a frontline advice service for single people**

to start 1st September 2022 for a period of 3(+1) years at an estimated value of £1,407,335.

3. RELATED DECISIONS

- 3.1. The current Greenhouse frontline service is being delivered by Thamesreach. The initial contract commenced in 2007 and ran through to present. This contract is due to expire 31/08/2022

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

- 4.1. This report is to seek approval for the commissioning of a provider to deliver frontline customer engagement and housing advice to single clients approaching the Greenhouse service. The reasoning for this request is set out within paras 1.1 to 1.6 of this report.
- 4.2. Since its launch, the Greenhouse has been regularly reviewed and extended, and in September 2015 the Council's Benefits and Housing Needs Service merged their single homeless assessment team with the Greenhouse, delivering a joint housing service that is also working alongside the NHS provision consisting of a GP surgery and nursing facilities including mental health provision.
- 4.3. The Homelessness Reduction Act came into effect in April 2018 and represented the biggest single change to Homeless Legislation since the 1977 Housing (Homeless Persons) Act. It was driven by increases in rough sleeping and the numbers of households living in temporary accommodation nationally.
- 4.4. Following its implementation, the Greenhouse became crucial to the Council's response. The HRA considerably widened the responsibilities of local authorities with regard to homelessness/potential homelessness, particularly for single households. The aim of the HRA is to promote a more person-centred approach. That the HRA requirements in many ways reflected the established Greenhouse ethos meant that we were able to adapt more readily to the new requirements.
- 4.5. The current frontline service is being delivered by Thamesreach through a single tender agreement at a cost of £307,964. The funding for the service is being drawn down from existing Benefits and Housing Needs budgets.

5. COMMENTS OF THE DIRECTOR OF LEGAL, DEMOCRATIC AND ELECTORAL SERVICES

- 5.1. This Report has been classified as Medium Risk. Therefore this Report is being submitted to Hackney Procurement Board at Business Case

stage and in line with paragraph 2.7.7 and 2.7.11 of the Council's Contract Standing Orders.

- 5.2 The services to be procured in this Report are classified as Social and other Specific Services under Schedule 3 of the Public Contracts Regulations 2015 and are of an estimated value above the threshold of £663,540 (including VAT) for such services. Therefore it will be necessary to publish a Find a Tender notice in respect of the procurement of the services. However as these are Schedule 3 (light touch) services the Council will then be subject to a smaller number of procedural rules in regard to how it procures such services. It will, however, be important to ensure that it complies with the obligations to treat economic operators equally and without discrimination and act in a transparent and proportionate manner in accordance with Regulation 18 of the Public Contracts Regulations 2015.

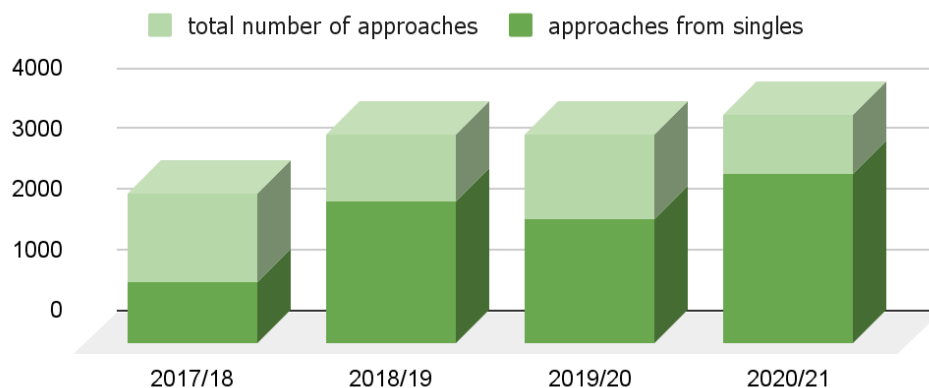
6. COMMENTS OF THE PROCUREMENT CATEGORY LEAD

- 6.1. The proposed contract is valued above the relevant UK public procurement threshold (Social and Other Specific Services “light touch” regime) and must be awarded in accordance with the relevant procedures set out in the Public Contracts Regulations 2015. The Council's Contract Standing Order 2.5.2 requires that the Business Case for a medium risk procurement of this value be approved by HPB.
- 6.2. Procurement of the contract via an Open competitive tender process is supported as an appropriate route, compliant with Contract Standing Orders as set out in the report.
- 6.3. Relevant KPIs and performance measures are proposed, aligned to strategic and corporate targets.
- 6.4. The timeline for the procurement process is reasonable to ensure contract commencement in September 2022 and will be supported by the Central Procurement Team.

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

- 7.1. **Reasons for the decision**
- 7.2. The BHN service is responsible for the assessment and allocation of temporary and permanent accommodation on behalf of the Council. Ensuring that the most vulnerable individuals are both able to access the service and receive an adequate response is extremely challenging when factoring the level of demand and the resources available to us.

- 7.3. The housing crisis, along with the introduction of the Homelessness Reduction Act in 2017 has meant that local authorities have a much more extensive responsibility to homeless households in general and to single people in particular.
- 7.4. There have also been changes in the way personal data is recorded, allowing for a more informed view of the level of need. One aspect of the introduction of the HRA is that the additional granularity of the data being collected has exposed the significant level of need within the single homeless cohort and in particular those with complex support needs.
- 7.5. Looking at the data, in addition to the rise in approaches, there has been a marked increase both in the proportion of single people for whom we have a duty and in the proportion of those with complex needs.



- 7.6.
- 7.7. In 2020/21, over 3700 approaches were made to the service, and while for 2021/22 the number of approaches is down 3.4% due to covid factors, approximately 70% were from single applicants, 19% of total approaches were from applicants aged between 16 and 24 and there has also been an increase in people with multiple and complex needs.
- 7.8. The Benefits and Housing Needs Service has adapted and realigned its service delivery offer in response to the increased complexity of the clients approaching. Core to this is the Greenhouse, to provide a more effective service to single homeless clients with multiple needs and often chaotic lifestyles. As a one-stop specialist service, the Greenhouse aims to build and nurture engagement with a range of statutory, community organisations, so that support is provided in a holistic and trauma informed way.
- 7.9. Commissioning a specialist provider to deliver this service will not only bring expertise and a broader perspective, but also help to promote engagement from a client cohort who traditionally are uncomfortable in approaching the Council directly.

7.10. Strategic Context:

7.11. Tackling homelessness is one of the nine cross cutting challenges identified in the Corporate Plan. Tackling homelessness within our single residents is one of the key themes within the Council's wider homelessness strategy and has a statutory duty to house homeless residents. The Council has also committed to ending rough sleeping in the borough and the Greenhouse is a key component in both prevention and relief of rough sleeping.

7.12. PREFERRED OPTION

7.13. The delivery of the Greenhouse service is a key component of the Council's homelessness response as well as its commitment to ending rough sleeping. Commissioning a provider to deliver the service allows an opportunity to ensure that there is little or no disruption in the delivery of the service, while also allowing adjustments to the terms of the contract and the delivery model to better reflect legislative changes and increasing demand.

7.14. Not tendering now runs the risk that there will be a break in service, with responsibility for providing a frontline service at the Greenhouse falling to the wider housing needs service. The level of service and support would be reduced while the service adapts accordingly at a time when the whole service area is under increasing pressure. This would increase costs in the medium to long term as the potential for some quick wins are missed.

7.15. Launching a tendering process at this time also allows for the contract specifications and wider services delivery plans to be revisited in light of new legislation, Covid compliance requirements and new partnerships with the NHS and Public Health services, as well as other third sector organisations.

7.16. ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

7.17. **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.

7.18. **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 inhouse 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.

7.19. SUCCESS CRITERIA/KEY DRIVERS/INDICATORS

7.20. The Homelessness Reduction Act came into effect in April 2018 and the statutory requirements and obligations within the Act as they pertain to single people are largely delivered through the Greenhouse Service.

7.21. WHOLE LIFE COSTING/BUDGETS

7.22. While the staffing structure of the Greenhouse Service will be part of the tendering process and subject to how the provider will meet the delivery requirements and performance standards set out in the specification, we estimate a whole life cost for the service as £1.4m, based on current provision.

7.23. This is based on the value of the current STA with Thamesreach currently in place of £307,954, adjusted annually for CPI of 5.4%.

7.24. Estimated costs for the contract (3 years plus 1) based on these estimates is:

■ Year one	-	£324,583
■ Year two	-	£342,111
■ Year three	-	£360,585
■ Year four	-	£380,056
■ total	-	£1,407,335

7.25. POLICY CONTEXT

7.26. S179 of the Housing Act 1996 (Part VII) places a duty on Local Authorities to ensure that advice and information on homelessness and the prevention of homelessness is provided free of charge to anyone in their area.

7.27. The Homelessness Reduction Act (HRA) strengthened the prevention emphasis by placing a new duty on Local Authorities to take 'reasonable steps' to prevent the homelessness of anyone eligible and threatened with homelessness, at an earlier stage. It also places a duty to take reasonable steps to help homeless applicants secure suitable accommodation.

- 7.28. The Homelessness Act 2002 places an overriding statutory duty on all housing authorities to review homelessness trends in their area on a 5 yearly basis, and produce an overriding strategic homelessness strategy which reflects the results of that review.
- 7.29. The Council has put in place a Homelessness Strategy that sets out our overall objectives to deliver accessible services that prevent homelessness and assist homeless households into suitable and sustainable long-term housing. However, whilst tackling rough sleeping is a key tenet of this strategy, such is the negative impact rough sleeping has on individuals and local communities, the Council has developed a separate but complementary Rough Sleepers strategy to ensure the issue is given sufficient focus, priority and impact.

7.30. CONSULTATION/STAKEHOLDERS

- 7.31. The internal stakeholders are the Housing Needs Service, Public Health, Housing and Adult Social Care.
- 7.32. The main external stakeholders are Public Health, the NHS East London Foundation Trust, the East End CAB, St Mungos, Shelter, Thames Reach and the Hackney Night Shelter.
- 7.33. The Council and our partners have made considerable efforts in recent years to respond to the housing crisis and its impact on single households. Working as a partnership, we recognise that single homeless people, especially those with mental health issues, face additional obstacles in securing and maintaining settled accommodation. We share the ambitions of improving the outcomes for vulnerable residents, while being mindful of the resources that are available. These efforts have been recognised as examples of how to provide a realistic response. However, despite our work, demand in Hackney has grown. Combining the expertise of Thames Reach and council officers has improved outcomes and established a clear pathway into housing, with options that increase a service user's likelihood of a positive outcome.

7.34. RISK ASSESSMENT/MANAGEMENT

Risk	Likelihood	Impact	Overall	Action to avoid or mitigate risk
	L – Low; M – Medium; H - High			
Tendering process does not procure competitive responses	L	M	M	Negotiate an extension of the current provision with Thamesreach as a single tender option

7.35. MARKET TESTING (LESSONS LEARNT / BENCHMARKING)

- 7.36. The Greenhouse service is the primary portal for single people; launched in 2007 as a partnership between Hackney Council, NHS England and Thames Reach, it provides a holistic housing and health walk-in service for the most hard to reach vulnerable adults in the community that ensures advice to everybody who calls into the centre.
- 7.37. Over this time, changes have been made to the structure and operational parameters of the service to meet changing needs, changes in legislation and new partnership opportunities with other external agencies such as the NHS and Public Health, and other third sector agencies.
- 7.38. A mystery shopping conducted exercise by people with experience of homelessness found it to be an excellent service.
- 7.39. The quantitative and qualitative data gathered will be used to inform the service specification and subsequent contract with the new commissioned service.
- 7.40. A number of other London Boroughs have commissioned external providers to support single people, but the approach taken by Hackney through the Greenhouse remains an exemplar of service provision. The Greenhouse has helped to enhance the reputation of the borough and its partners as a prime example of effective collaborative working. It has been visited by London Councils, MHCLG and a number of other LA's and even the Northern Ireland Housing Executive.

7.41. SAVINGS

- 7.42. There are saving opportunities that can be accrued in terms of cost prevention through early intervention and a targeted response to the needs of single clients, that would otherwise fall on other parts of the Benefits Housing Needs service such as the provision of temporary accommodation, as well as health services, community safety and Adult Social Care. However it is difficult to quantify the level of savings that will be achieved.

8. SUSTAINABILITY ISSUES AND OPPORTUNITIES

- 8.1. **Procuring Green** - No specific impacts identified.
- 8.2. **Procuring for a better society** - Commissioning an Outreach service will aid in reducing the numbers of people sleeping rough in an area, by providing meaningful support to access pathways into sustainable accommodation and advocating for their access into the systems and structures they need to uphold their recovery and tenancies. The provider may be able to offer employment and training opportunities for

local residents (including apprenticeships), and we will ask for commitments as part of the tender process.

- 8.3. Rough sleeping is harmful, dangerous, and limits an individual's life chances. The London Borough of Hackney therefore believes that nobody should have to sleep on our streets, and that Rough Sleeping is not acceptable in our borough. Where individuals are rough sleeping it is essential they are rapidly helped off the streets and into accommodation.
- 8.4. **Procuring Fair Delivery** - A Street Outreach Service (SORT) will respond to reports of rough sleeping rapidly and effectively. Linked to this, navigators will support former rough sleepers once they are moved into accommodation. Initially the SORT team will assess their needs and source emergency provision where appropriate. They will also refer the client into the Council's single homeless pathway with a view to moving into settled accommodation. They will assess their full range of needs, ensuring that street activities are responded to in an effective and proportionate way.
- 8.5. The provider will be required to provide a culturally and linguistically sensitive service to individuals from a range of backgrounds, faiths and nationalities – reflecting the diversity of the rough sleeping population.
- 8.6. The provider will also deliver innovative, effective and trauma informed approaches to assist rough sleepers with complex needs into accommodation and remain housed and provide support to clients who do not fit into current patterns of service delivery.

9. PROPOSED PROCUREMENT ARRANGEMENTS

- 9.1. **Procurement Route and EU Implications:**
This contract is valued above the relevant UK public procurement threshold (Social and Other Specific Services), and an open tender procedure is proposed. The opportunity will be advertised in Find a Tender and managed through the ProContract London Tenders portal.
- 9.2. **Resources, Project Management and Key Milestones:**

Key Milestones	
HPB Business Case Approval	12th April 2022
Tender Process launched (Contract Notice/ITT Issued)	3rd May 2022
ITT Deadline	3rd June 2022
Tender Evaluation	June 2022
Final Moderation meeting/recommendations	21st June 2022
Contract Award report to Central Procurement	28th June 2022
HPB Contract Award Approval	12th July 2022

Intention to Award/Standstill period	13th-25th July 2022
Contact Award	1st August 2022
Mobilisation	1st September 2022

9.3. Contract Documents: Anticipated Contract Type

This will be a contract for services, using the Council's Terms and Conditions to be agreed with Legal and Governance services.

9.4. Key Performance Indicators:

- 9.5. The service provider will be required to submit accurate performance data both monthly and quarterly; this frequency may be reviewed with the agreement of both the provider and the Council.
- 9.6. General targets for the service are detailed below, specific targets for the service will be agreed with the provider by the Council within 8 weeks of contract start date with the Council's contract coordinator and will be subject to annual review through which they may be amended by agreement or through decision by the Council.

Outcome		Target
Welcome Team	All clients coming into the Greenhouse setting will be seen by a member of the welcome team.	100%
	All clients identified by the welcome team as needing housing advice and support will have their basic details recorded onto the Jigsaw software application	100%
	All telephone calls received by the Greenhouse answered within ????	
	All emails and correspondence received by the Greenhouse service will be acknowledged within 24 hours and a response sent with 72 hours	100% acknowledged 80% responded
	All clients identified by the welcome team as a potential emergency/with a high risk of rough sleeping will be referred and appointed to the Casework and Verification service to be seen on the day of approach	100%
	All non urgent clients seeking housing advice will be referred and appointed to the Casework and Verification service to be seen within 3 working days.	80%

Triage and Assessment	All appointments to the Triage and Verification service to be interviewed at the agreed time, or reappointed within 36 hours where the arranged appointment cannot be undertaken due to unforeseen circumstances	80% seen at the agreed time 100% reappointed with 36 hours
	All client interactions with the Triage and Assessment service will be recorded on the London Borough of Hackney's Jigsaw software within 24 hours, including notes on advice provided and/or further actions to be taken by the client and/or triage and assessment team.	100%
	All clients requiring mental health support will be referred to the appropriate agency/support team where the Triage and Assessment service have identified a need.	100%
	All clients requiring immigration advice and support will be referred to the appropriate agency/support team where the Triage and Assessment service have identified a need.	100%
	All clients meeting the requirements and criteria for additional support through the SHPS/Riverside delivered service are referred timeously	100%
	All clients that have been identified as requiring additional casework under the requirements of the Homelessness Reduction Act will be referred to the service manager and LBH duty Manager or allocation to a caseworker with all the supporting information evidence as appropriate	Less than 10% of referrals to the Casework service are rejected/ returned as incomplete/ inappropriate
	Clients identified as in need of emergency interim accommodation will be referred to the LBH duty manager for further action with all the supporting evidence available and recommendations for further action	100%
	All clients referred to the casework service will be offered an appointment with a caseworker within 10 working days	100%

Casework	A comprehensive Personal Housing Plan will be completed and agreed with the client and caseworker and a copy given to the client	100%
	Where prevention of homelessness is an appropriate and realistic goal, the caseworker will work with the client to prevent their becoming homeless within 56 days	80% of cases are successful in preventing eviction
	Where the client is homeless. or remaining within their current accommodation is not a sustainable option, the caseworker will work with the client to source alternative housing provision within 56 days	80% of cases are successful in sourcing alternative suitable accommodation
	For all clients, the caseworker will ensure that all interactions are recorded on the London Borough of Hackney's Jigsaw system within 24 hours of the engagement with the client.	100%
	Where casework has not been able to prevent homelessness or source suitable accommodation the client will be referred to the London Borough of Hackney duty manager for a decision under the Housing Act 1996. The caseworker will ensure that all relevant information is included with the referral with a recommendation where appropriate.	Less than 10% of referrals to the for a decision are rejected/ returned as incomplete/ inappropriate

9.7. In order to assess operational efficiency of service performance the provider will be expected to submit reports on the following information:

Information	Frequency
Report of serious incidents	Within 12 hours of incident
Report of safeguarding alerts	Within 24 hours of incident
Log and provide a report on complaints the provider receives related to service delivery at the Greenhouse	Monthly/Quarterly (as agreed or determined by the London Borough of Hackney)
PI Performance Indicator, Outcome and Target Reports and Returns	Monthly/Quarterly (as agreed or determined by the London Borough of Hackney)

- 9.8. The Council will utilise a risk-based approach to monitoring this service. The focus will be to assess the achievement of outcomes and performance to targets. This will be achieved through a range of methods including submission of quantitative and qualitative outcome data.

APPENDICES

EXEMPT

Not applicable

BACKGROUND PAPERS

Report Author	Ian Jones, Legislation, Strategy and Projects Officer Carol Gayle, Operations Manager, Benefits & Housing Needs carol.gayle@hackney.gov.uk
Comments of the Group Director of Finance and Corporate Resources	Rachel Dunbar rachel.dunbar@hackney.gov.uk
Comments of the Director of Legal, Democratic and Electoral Services	Patrick Rodger, Senior Lawyer Patrick.Rodger@Hackney.gov.uk (020) 8356 6187
Comments of Procurement Category Lead	Dawn Cafferty dawn.cafferty@hackney.gov.uk
Head of Service / Director Endorsement	If not required, please leave blank



[Guidance](#)

Title of Report	SEND DPS Transportation
Key Decision No	CACH Q30
CPC Meeting Date	13 Mar 2023
Classification	Exempt - Appendix A This appendix gives details of all providers showing an interest and recommended for acceptance to the DPS with all scores.
Ward(s) Affected	All
Cabinet Member	Cllr Caroline Woodley, Cabinet Member for Families, Parks and Leisure.
Key Decision	Yes This results in the Council incurring expenditure or savings which are significant having regard to the Council's budget for the service/function. Significant in terms of its effects on communities living or working in an area comprising two or more wards.
Group Director	Jacque Burke, Group Director for Children and Education

1. Cabinet Member's Introduction

- 1.1. Hackney Education (HE) has a statutory obligation to provide home to school transport for eligible children, and transport services are provided to vulnerable children and young people in both the Children and Families Service (CFS) and Adult Social Care (ASC). The mission of Passenger Transport Services for all Council departments is to ensure the continuation of a good quality and good value transport provision for eligible service users in the borough. The annual spend covered under this report is approximately £2.9 million (spend dependent on routes and need of the residents).
- 1.2. This paper is seeking approval to award Contracts for: SEND Home to School journeys with or without passenger assistants, ad-hoc taxi journeys for service users to meet assessed needs and ad-hoc mini bus and coach hire, via a Dynamic Purchasing System (DPS) that allows providers to join on an ongoing basis. This compliant route to market has been established through a procurement exercise as a single authority procurement (Hackney Council only). Hackney is committed to improving outcomes for Hackney residents and has taken this approach with regard to the guidance within the SEND Code of Practice 2015, to improve consistency of support and value for money. This approach was endorsed by the Cabinet Procurement Committee.
- 1.3. Due to the nature of the DPS, delegated authority is also sought to enable the teams: Children and Family Services, Integrated Learning and Disability Services, Adult Social Care and Hackney Education the authority to award routes under the DPA. In addition to recommending that the lead team from Children and Family Services, SEND Travel Assistance, oversees the admission of future providers to the DPS.
- 1.4. The introduction of a Dynamic Purchasing System (DPS) will enable departments to streamline passenger transport booking arrangements providing service efficiencies and continued development of the marketplace. This will also promote competition in the marketplace providing the Council with cost efficiency. This will be achieved within the DPS through a competitive system of requests for quotes, for ad hoc taxis and mini buses, and a mini-competition being carried out every summer by Hackney Education for approved providers to bid for scheduled home-to-school journeys.

2. Group Director's Introduction

- 2.1. The Council has a statutory obligation to provide, free of charge, home to school transport for a child or young person who is eligible. The taxi service for vulnerable children and adults is a key service provided by the

Council. The implementation of a corporate taxi and passenger services contract underlines commitment to achieving best value for the Council.

- 2.2 Passenger transport services are required for vulnerable children and young people and eligible adults to provide safe and secure transportation. Hackney currently has approximately 260 children and young people for which it provides home to school transport via third party contractors. The majority of journeys are daily, although some occur weekly or termly and they are primarily to out-of-borough schools and colleges. In CFS the main client group is Looked After Children (LAC) being transported to and from school, hospital, as well as contact arrangements with parents. In ASC, taxi services are primarily used by Learning Disabilities Service for clients being transported to and from day activities.
- 2.3 CFS and ASC always encourages service users to use public transport where appropriate. However, the age, health, ability and individual family/carer circumstances of a child or adult at risk can often mean that a taxi or organised transport is the only transport option. Nevertheless, efforts have been successfully made across CFS to ensure that commissioned provision is a last resort and over the last four years, there has been an overall reduction in spend on this provision.
- 2.4 Within education, a family applies to Hackney Education for home to school transport to be provided by Hackney Education and the requirement is matched against the eligibility criteria. Where it is safe and practicable, alternative transport options that will foster independence are considered, or if not then Hackney Education provides home to school transport, either via the in-house fleet of buses, or with third party transport providers.
- 2.5 The Children and Families Act, which sets out the reforms to special educational needs was implemented in September 2014, and this had a significant impact on the demand for and provision of home to school transport for children with a statement or an education, health and care plan.
- 2.6 The reforms provided families with children with special educational needs and disabilities (SEND) more control over the services they use. All local authorities publish a 'Local Offer' which outlines the services available to families with children with special educational needs and disabilities, and how they can use their personal budget.

3. Recommendations

- 3.1. **It is recommended 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.**

- 3.2 It is recommended 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.**
- 3.3 It is recommended 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.**

4. Related Decisions

- 4.1. Business Case Report to Cabinet Procurement Committee - 11th March 2020

5. Reason(S) For Decision/Options Appraisal

- 5.1. 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.
- 5.2. 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.
- 5.3. 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 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.
- 5.4. 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.
- 5.5. The main objectives of the passenger transport service are to:
- 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.

5.6 In order to provide Hackney with the required coverage admittance to the DPS is constructed as identified:

- 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.
- LOT 2: Ad-hoc journeys (may include some repeat bookings) for service users to meet assessed need (with and without the passenger assistant requirement).
- 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.

6. Project Progress

6.1. **Whole Life Costing/Budgets:**

HACKNEY EDUCATION

ROUTE	2018/19	2019/20	2020/21	2021/22	Spend to date (Nov 22)
LOT 1 - Home to School Transport	255,999	270,302	177,556	384,561	381,066
LOT 2 - Ad hoc taxi journeys for assessed needs	1,995,013	2,306,632	1,631,758	2,720,655	1,877,544
LOT 3 - Ad hoc mini bus and coach hire	0	0	0	0	0
	2,251,012	2,576,934	1,809,314	3,105,216	2,258,610

CHILDREN AND FAMILIES SERVICE

ROUTE	2018/19	2019/20	2020/21	2021/22	Spend to date (Nov 22)
LOT 1 - Home to School Transport	15,441	9,923	54,329	115,972	17,462
LOT 2 - Ad hoc taxi journeys for assessed needs	315,202	426,109	346,374	862,969	502,013

LOT 3 - Ad hoc mini bus and coach hire					0
	330,643	436,032	400,703	978,941	519,475

ADULT SOCIAL CARE

ROUTE	2018/19	2019/20	2020/21	2021/22	Spend to date (Nov 22)
LOT 1 - Home to School Transport					
LOT 2 - Ad hoc taxi journeys for assessed needs	204,873	275,250	120,112	147,397	163,641
LOT 3 - Ad hoc mini bus and coach hire					
	204,873	275,250	120,112	147,397	163,641

7. Sustainability Issues

Procuring Green:

- 7.1.1 The main environmental issue with the provision of passenger transport services is the carbon emissions generated through the use of private vehicles. The use of public transport where possible will continue to be encouraged; however the specific requirements of the service are such that safety or security issues mean that a taxi or other motor vehicle can sometimes be the only safe form of transport for a vulnerable child, young person or adult.
- 7.1.2 As part of the qualification process providers were required to outline their current fleet make up and the commitment to the use and development of low emission vehicles or alternative fuels in order to reduce the environmental impact.

Procuring for a Better Society:

- 7.2.1 Use of local firms will provide local employment and business sustainability. For ad-hoc requirements the providers will need to ensure local knowledge and the availability of local personnel.
- 7.2.2 Splitting the opportunity into 3 categories makes the contract more accessible to smaller and local suppliers without increasing costs or reducing quality control. Keeping admission to the DPS open will enable

future local providers to come onto the DPS giving local businesses opportunities.

Procuring Fair Delivery:

- 7.3.1 The providers are required to confirm staff employed to deliver the services detailed in this report receive as a minimum the London Living Wage (LLW).
- 7.3.2 Potential providers recruitment policies and procedures across all personnel: drivers, staff and passenger assistants, were tested as part of the procurement process and all providers were required to confirm that appropriate safeguarding policies were in place.

Equality Impact Assessment and Equality Issues:

- 7.4.1 The admitted passenger transport providers are required to provide wheelchair accessible transport where necessary and passenger assistants who are trained to manage a range of disabilities and challenging behaviours of service users. Whilst most drivers are male, female drivers are available as are male or female passenger assistants as required.
- 7.4.2 The providers were required to confirm their Equality training and policies and procedures. In addition to a clearly identified process for the receipt of feedback and complaints to ensure both service users and provider personnel are supported.

8. Alternative options (considered and Rejected)

- 8.1. **Option 1: Do nothing** - This option was considered and rejected because, as previously noted, the Council is under a statutory duty to provide transport for eligible service users. This includes responsibility to transport vulnerable children and young people with special educational needs (SEN) and also residents with an assessed need requiring transportation to support them.
- 8.2. **Option 2: In-Sourcing** - This option was considered in terms of bringing the staff in house, employing staff required to provide the service and leasing of vehicles. This option was rejected. The cost implications of employing and setting up a team, buying and/or leasing vehicles and buying additional space was felt to be prohibitive. In addition it was assessed that in order to provide the flexible coverage required for the routes would still necessitate having an external provider.
- 8.3. **Option 3: Create a new Council wide Framework** - This option was considered and rejected with the flexibility of a Dynamic Purchasing System being agreed as the preferred option due to it providing a flexible

approach for providers to continually apply for admittance. New providers are encouraged to the market as the opportunity remains open.

- 8.4. **Option 4: Tender the transport and taxi service to one Lead Provider**
 - This option was considered but rejected as the outcome required is to create competition in the market, to engage with quality providers and give choice to the service users and Hackney Education.

9. **Tender Evaluation**

- 9.1 At the outset of the process there were 14 expressions of interest. This enabled the Council to understand the interest in the market and facilitate any further awareness of the opportunity required.
- 9.2 In the initial Round 8 providers submitted a bid, 1 provider submitted in Round 2 and 1 Provider in Round 3. A provider from Round 1 did not pass the requirements of the Supplier Questionnaire. Hackney continues to work with the provider to improve the submission. Providers from Rounds 2 & 3 passed the SQ section.
- 9.3 The responses to the ITT questions were submitted to the evaluation team for review. The evaluation teams were: Business Development & Support Manager, Young Hackney, Contract Officer Children & Families, Head of Hackney SEND Travel Assistance, Transport & Planning Coordinator Hackney SEND Travel Assistance Service.
- 9.4 Responses were evaluated on the criteria in the table below. The requirements for scoring were clearly explained within the ITT document:
- 9.5 The evaluation, moderation and clarification was done in line with the published criteria and weightings. Providers were required to attain a greater than 60% quality score to gain admission to the DPS.
- 9.6 Following the evaluation the following providers achieved the minimum quality score:

SUPPLIER	LOT 1	LOT 2	LOT 3
A	80.1	81	78.5
B	80.1	65.1	78.5
C	90.5	62.4	78.5
D	83	65.2	74.4
E	80	77.8	80
F	91.5	76.2	67.4
G	77.7	61.7	78.5

H	87.5	65.8	80
I	77.6	80.2	80

9.7 There is no pricing element to the evaluation, as noted competitions are undertaken for home to school routes and mini competitions for ad hoc journeys.

10. Contract management arrangements

10.1. Resources and Project Management (Roles and Responsibilities)

10.1.1. The ongoing management of the DPS process will be held by the Head of Hackney SEND Travel Assistance with the input from each of the departments required for any evaluations. As a minimum, termly review meetings will be held with each of the providers at which performance against the KPI detailed below will be discussed.

10.2. Key Performance Indicators and Performance Management

10.2.1 There are a number of provisions in the Contract with regards to performance management and KPI's applicable to all providers admitted to the DPS. This ensures a consistent approach to the management of the providers. The Contractors have an obligation to: have monitoring processes for complaints, good practice, service user feedback. In addition to the ability of the Travel Assistance team to undertake unannounced spot checks on the services.

10.2.2 The initial set of key performance indicators (KPIs) were identified in the tender process. As part of the Contract Management process the KPIs will be reviewed at the first year anniversary and agreed and amended as required. The performance measures are designed to ensure the integrity of the DPS and maintain the quality of those providers admitted to the DPS, with the provision of remedial action plans to be put in place where required.

The KPIs are as identified below:

Objective	Performance Measure (KPI)	Methodology
Contractor provides a reliable and punctual service	1. Drivers arrive at the pick up at the specified time.	Feedback from Users of the service
	2. Consistency of Drivers and Passenger Assistants	Monthly Contractor reports

		Random sampling carried out by HE
Contractor provides a safe service	1. Compliance with Driver Requirements 2. Compliance with Passenger Assistant Requirements 3. Compliance with Vehicle Requirements	Feedback from Users of the service Monthly Contractor reports Random sampling carried out by HE

10.2.3 Working in partnership with admitted providers the SEND team will also monitor individual EHCP outcomes including absence, persistent absence incidents and accidents which in turn will assist in the development of the quality service.

10.2.4 In addition Hackney is committed to working with the providers: reviewing staff data in terms of turnover, staff qualifications, DBS checks and any staff issues and feedback.

11. Comments Of Group Director Of Finance And Corporate Resources

11.1. The recommendation of this report is to seek approval to award contracts to the Providers listed in Appendix A for Lots 1-3 (outlined in section 5.15 of the report) via a Dynamic Purchasing System (DPS) that will allow providers to continue to join the DPS on an ongoing basis during the life of the contract. The DPS will commence from 1 April 2023 for a period of up to four years.

11.2. The DPS will be available to Hackney Education, Children and Family Services and Adult Social Care. The total estimated value of the DPS is £8.7m for a 3 year term and a further £2.9m for an additional fourth year. The council spent £4.2m overall within Hackney Education, CFS and ASC in 2021/22 on home to schools transport and taxi journeys for assessed needs, and the bulk of the expenditure is within SEND and CFS (£2.7m and £0.9m respectively). An overall summary is provided in the table below with a breakdown by directorate contained in section 6.2 of the report.

	2018/19	2019/20	2020/21	2021/22	Spend to date (Nov 22)
LOT 1 - Home to School Transport	271,440	280,225	231,885	500,533	398,528
LOT 2 - Ad hoc taxi journeys for assessed needs	2,515,088	3,007,991	2,098,244	3,731,021	2,543,198

LOT 3 - Ad hoc mini bus and coach hire	0	0	0	0	0
Total	2,786,528	3,288,216	2,330,129	4,231,554	2,941,726

11.3. SEND transport costs are forecast to overspend in 2022/23 by circa £1.6m due to price increases linked to fuel cost inflation. Although budgetary savings may not be achieved from this DPS, introducing competition by making a range of suppliers available will increase efficiencies and improve value for money and will help to manage overspend pressures within this area.

11.4 The subsequent recommendations of this report to grant delegated authority to the Head of SEND for the admission of any future providers onto the DPS and that associated spend are approved as per the Scheme of Delegation in respective service teams are endorsed from a financial perspective, and will be monitored through monthly budget monitoring.

12. Vat implications on Land & Property Transactions

12.1. N/A

13. Comments of the Director, Legal & Governance Services

13.1. The services which were procured as set out in this Report were assessed as Medium Risk. However, under paragraph 2.7.11 of Contract Standing Orders the Chair of Hackney Procurement Board has discretion to refer any Gateway Business Case or Contract Award for decision by Cabinet Procurement & Insourcing Committee if they deem it appropriate. The Chair of Hackney Procurement Board exercised that discretion, and therefore the Business Case Report for this matter was approved by Cabinet Procurement Committee on 11th March 2020. Paragraph 2.7.7 of Contract Standing Orders states that, in respect of procurements with a risk assessment of "Medium Risk", Cabinet Procurement and Insourcing Committee will determine the award of contracts above the value of £2m. The estimated maximum value of the contracts in this Report is above £2m so therefore Cabinet Procurement and Insourcing Committee can agree the recommendations in this Report.

13.2. It is intended to appoint the providers named in this Report to the Dynamic Purchasing System (DPS). Under a DPS all the candidates satisfying the selection criteria shall be admitted to the system. Furthermore, the system must be open throughout the period of validity of the DPS to any economic operator that satisfies the selection criteria and therefore further potential providers may be added during its term, as mentioned in paragraph 3.2. Paragraph 2.2 ii) of the Cabinet Procedure Rules states that "If the Elected Mayor delegates functions to a Committee of the Cabinet, unless they direct otherwise, the Committee may delegate further to an officer." Therefore, subject to the approval of Cabinet Procurement

and Insourcing Committee, the Head of SEND may admit any further providers, who submit a compliant response to the Council, to the DPS.

- 13.3. Any awards of contract for services under the DPS, as mentioned in paragraph 3.3, will be made in accordance with the provisions of the Constitution, including the General Scheme of Delegation.

14. **Comments Of The Procurement Category Lead**

- 14.1. The procurement LOTS were advertised and managed in full compliance of the Public Contract Regulations 2015, via the ProContract web portal and in line with Hackney Contract Standing Orders.
- 14.2. Compliance checks were undertaken by the Sr Procurement Category Manager and the quality evaluation was undertaken by experienced officers and scores were moderated at a meeting facilitated by the Sr Procurement Category Manager.
- 14.3. References submitted by the successful tenderer were checked. They were found to be true and accurate and financial standings were checked against Hackney's 'Economic and Financial Standing Evaluation' criteria.
- 14.4. The ongoing management of the DPS process will be held by the Head of Hackney SEND Travel Assistance with the input from each of the departments required for any evaluations therefore, the award of this Dynamic Purchasing System is endorsed for the reasons stated above.

Appendices

- Appendix A**
- List of Providers (Exempt)
 - List of Short Listed Suppliers
 - Breakdown of Quality and Price Scores CAT 1
 - Breakdown of Quality and Price Scores CAT 2
 - Breakdown of Quality and Price Scores CAT 3
 - Price Comparison (Not Used)
 - Suppliers Showing Interest

Exempt

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.

Background documents

NONE

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Comments for the Group Director of Finance and Corporate Resources prepared by	Name: Sajeed Patni _____ Title: Head of Finance (Children and Education) _____ Email: sajeed.patni@hackney.gov.uk _____ Tel 0208 356 7034
Comments for the Director of Legal, Democratic and Electoral Services prepared by	Name: Patrick Rodger _____ Title Senior Lawyer _____ Email: patrick.rodger@hackney.gov.uk _____ Tel: (020) 8356 6817

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CABINET PROCUREMENT & INSOURCING COMMITTEE

CONTRACT AWARD REPORT

Title of Report	Provision of advice and support to single homeless clients at the Greenhouse
Key Decision No.	FCR S168_Provision of advice and support to single homeless
CPIC Meeting Date	13th March 2023
Classification	Open / Exempt (incl. reason)
Ward(s) Affected	All
Cabinet Member	Philip Glanville (Mayor) Cllr Sade Etti, Mayoral Adviser for Homelessness, Housing Needs and Rough Sleeping.
Key Decision	<p>_____</p> <p>Yes</p> <p>_____</p> <p>.</p> <p>This results in the Council incurring expenditure or savings which are significant having regard to the Council's budget for the service/function. Significant in terms of its effects on communities living or working in an area comprising two or more wards.</p>
Group Director	Ian Williams, Group Director, Finance & Corporate Resources
Contract value, <u>both</u> Inclusive of VAT and Exclusive of VAT (for the duration of the contract including extensions)	£2,015,625.00

1. Cabinet Member's Introduction

- 1.1. Hackney Council remains committed to preventing and reducing homelessness, tackling the causes of homelessness and supporting those in need.
- 1.2. Sadly despite all our efforts, homelessness in the borough is still rising, and the Council has to continue to adapt and refresh its response in a period of unprecedented change, including rapidly rising property values and rents, an increased demand for social housing across the board, and supporting residents through significant welfare reform. The Council has put in place a comprehensive Homelessness Strategy that builds on the achievements, whilst responding and adapting to the changing environment in which homelessness and support services are delivered.
- 1.3. Central to this is the provision of frontline advice and guidance on housing options to single clients. This is achieved through our Greenhouse Service, which takes an innovative approach to meeting the needs of that section of the community that finds it most difficult to engage. It provides a welcoming and relaxed environment that is more approachable for service users than a Council building.
- 1.4. The Greenhouse remains innovative and is a high performing service providing health, employment, benefits and housing advice. It provides a walk in service and appointment based service for single homelessness, with comprehensive housing, welfare and employment advice and support to all single people, coupled with the health offer. In addition it offers showering facilities for the street homeless.
- 1.5. The Greenhouse is based in Tudor Road and was initially launched in 2007, as a partnership between Hackney Council, NHS England and Thames Reach. Thames Reach was commissioned to deliver the frontline customer interaction as a specialist service.
- 1.6. The Homelessness Reduction Act 2017 (HRA) introduced new responsibilities upon local authorities to people who are either experiencing or are at risk of homelessness, regardless of priority need. We welcomed that wider duty, but at the time warned that without proper additional funding and investment by the Government in pathways and capacity to meet these duties it would put additional pressures on the system and those we serve.

- 1.7. The HRA requires the London Borough of Hackney to take “reasonable steps” to prevent and relieve homelessness within 56 days of when a person is threatened with becoming homeless or is already homeless. We always had a prevention based approach, but this has increased the number of presentations to the London Borough of Hackney of people who can, in law, expect some type of service from the Benefits and Housing Needs Service, even if that is not a main duty homelessness decision. The Benefits and Housing Needs Service has responded by developing a number of toolkits which residents can access and targeting our resources more effectively at those with the highest need.
- 1.8. The delivery of the Greenhouse service is a key component of the Council's homelessness response, as well as its commitment to ending rough sleeping. Commissioning a provider to deliver the service allows an opportunity to ensure that there is little or no disruption in the delivery of the service, while also allowing adjustments to the terms of the contract and the delivery model to better reflect legislative changes and increasing demand.
- 1.9. The Greenhouse currently operates as a commissioned service delivered by Thamesreach. 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 and also Public Procurement Regulations. A new contract will commence from 1st January 2023.
- 1.10. In April 2022, the Hackney Procurement Board approved the commencement of a tendering exercise for the commissioning of a provider to deliver frontline customer engagement and housing advice to single clients approaching the Greenhouse service. This report sets out the outcomes of that exercise and recommends the commissioning of Bidder 1 the service provider.

2. Group Director's Introduction

- 2.1. This report proposes the contract awarded to Bidder 1 for the provision of advice and support to single homeless clients at the Greenhouse.
- 2.2. The Benefits and Housing Needs (BHN) service is responsible for the assessment and allocation of temporary and permanent accommodation on behalf of the Council. Ensuring that the most vulnerable individuals are both able to access the service and receive an adequate response is extremely challenging when factoring the level of demand and the resources available to us.

- 2.3. The housing crisis, along with the introduction of the Homelessness Reduction Act in 2017, has meant that local authorities have a much more extensive responsibility to homeless households in general and to single people in particular.
- 2.4. The Benefits and Housing Needs Service has adapted and realigned its service delivery offer in response to the increased complexity of the clients approaching. Core to this is the Greenhouse, to provide a more effective service to single homeless clients with multiple needs and often chaotic lifestyles. As a one-stop specialist service, the Greenhouse aims to build and nurture engagement with a range of statutory, community organisations, so that support is provided in a holistic and trauma informed way.
- 2.5. Commissioning a specialist provider to deliver this service will not only bring expertise and a broader perspective, but also help to promote engagement from a client cohort who traditionally are uncomfortable in approaching the Council directly.
- 2.6. Tackling homelessness is one of the nine cross cutting challenges identified in the Corporate Plan. Tackling homelessness within our single residents is one of the key themes within the Council's wider homelessness strategy and the Council has a statutory duty to house homeless residents. The Council has also committed to ending rough sleeping in the borough and the Greenhouse is a key component in both prevention and relief of rough sleeping.
- 2.7. 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. It also offers opportunities to undertake early engagement with single clients.
- 2.8. An open tender process was carried out in accordance with the Public Contracts Regulations 2015, and the Council's Contract Standing Orders. Following the open tender process, it is recommended that the contract be awarded to Bidder 1 the most suitable provider

3. **Recommendations**

- 3.1. **Cabinet Procurement and Insourcing Committee is recommended:**
- 3.2. **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.**

4. **Related Decisions**

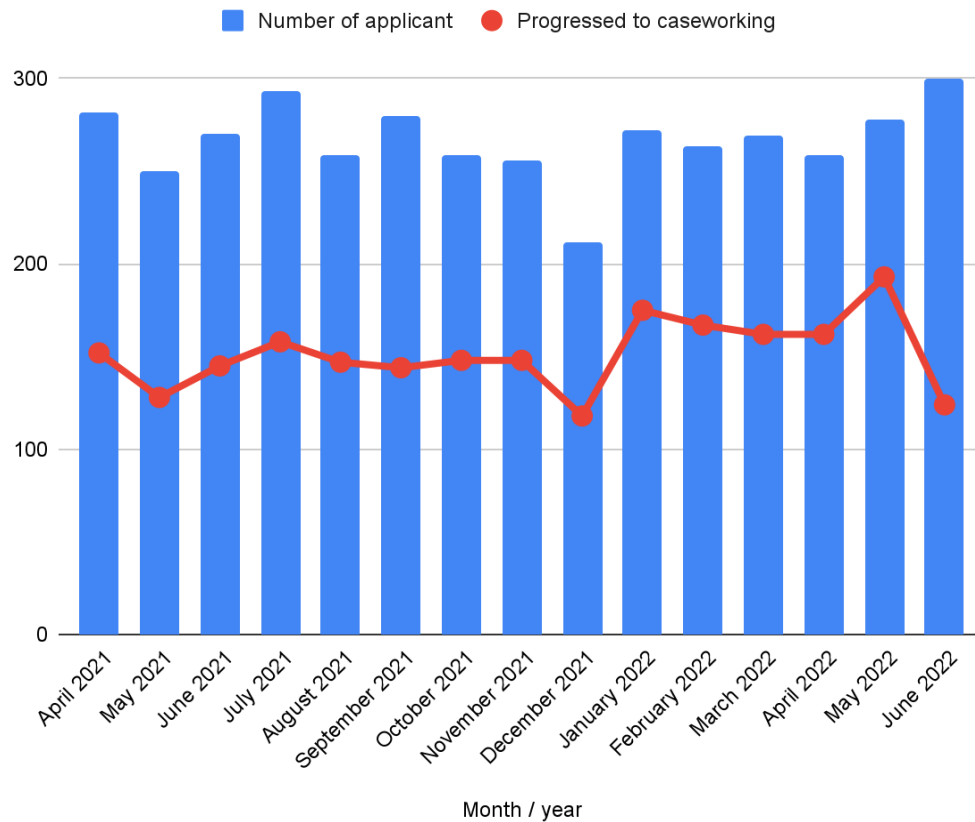
- 4.1. The Business Case was approved at the Hackney Procurement Board meeting on 12th April 2022, authorising the commencement of the procurement process for the provision of advice and support to single homeless clients at the Greenhouse.

5. **Reason(s) For Decision / Options Appraisal**

- 5.1. 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 and also Public Procurement Regulations.
- 5.2. 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.
- 5.3. 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:
- 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.
- 5.4. The service will seek to work with accommodation providers, the single homeless prevention 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.
- 5.5. 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.
- 5.6. 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.

Number of applicant and Progressed to caseworking



5.7. Alternative Options (Considered and Rejected)

5.8. **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.

5.9. **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 inhouse 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.

6. **Project Progress**

6.1 **Developments since the Business Case approval**

NONE

6.2 **Whole Life Costing/Budget**

The costs of providing this service per year are as follows:

Year 1: £495,360.00

Year 2: £495,780.00

Year 3: £506,419.00

The whole life cost of the service over the 3 year life of the contract until 2025, will be £1,497,559.00, rising to £2,015,625.00 if the contract is extended for a further year.

6.3 **Risk Assessment/Management**

Risk	Likelihood	Impact	Overall	Action to avoid/mitigate risk
Housing Crisis	Medium ▾	Medium ▾	High ▾	Have a robust service in place to prevent overflow of homeless people - target vulnerable people first
Increased Cost of Living	Medium ▾	Medium ▾	High ▾	Working with provider to have provision in place to manage the increase load of homeless people and having accommodation available
	Select ▾	Select ▾	Select ▾	
	Select ▾	Select ▾	Select ▾	

	Select ▾	Select ▾	Select ▾	
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7. **Savings**

There are saving opportunities that can be accrued in terms of cost prevention through early intervention and a targeted response to the needs of single clients, that would otherwise fall on other parts of the Benefits Housing Needs service such as the provision of temporary accommodation, as well as health services, community safety and Adult Social Care. However it is difficult to quantify the level of savings that will be achieved.

8. **Sustainability Issues and Opportunities, Social Value Benefits**

8.1. **Procuring Green**

No specific impacts identified.

8.2. **Procuring For A Better Society**

Commissioning an Outreach service will aid in reducing the numbers of people sleeping rough in an area by providing meaningful support to access pathways into sustainable accommodation and advocating for their access into the systems and structures they need to uphold their recovery and tenancies. As part of the procurement process and bid submission, providers were asked to set out any employment and training opportunities for local residents (including apprenticeships).

The preferred bidder runs a trainee programme which supports between 8 and 12 people to enter the sector each year. Trainee posts are 12-month fixed term contracts, working 37.5 hours a week and paid at London Living Wage. Each trainee receives two six-month placements in their organisation in a range of services including Hostels, Housing First and Outreach. They each have a mentor and access to training to enable them to move into support work.

The preferred bidder has committed to work with Hackney to promote these opportunities in the borough through information sessions, posters and leaflets. These posts will be accessible to a range of people including:

- People with disabilities.
- People with lived experience of homelessness.
- People with offending histories.

- Advertising roles within their organisation's website and will post both entry-level and more senior positions on local forums or in local educational settings to encourage more Hackney residents to apply to work for the organisation.

The preferred bidder also delivers a range of employment and skills services, which are funded through charitable grants, and these will be accessible to people using Greenhouse services.

These include:

- Digital literacy: they have built a partnership with Hubbub to develop tech lending for our clients. We have 300 devices, along with induction sessions covering online safety.
- A Job Broker: working with young people aged 16-24.
- Information and Guidance service – offering support with CVs, interview skills and job applications.
- Step-Up- supporting people in work to increase hours, payment and job security.

8.3. **Procuring Fair Delivery**

Each bidder set out within their bid a commitment to Fair Delivery and how this would specifically apply to their delivery.

The preferred bidder has committed to provide staff with training and supervision to deliver high-quality services to a wide range of people. Training is reviewed annually to reflect legislative changes such as the Domestic Abuse Act, and emerging needs including autism and acquired brain-injury. The bidder has a proven track-record in engaging clients with complex needs with supporting them to achieve positive change.

This service is outcome-focused and does not tightly prescribe how and what a provider should do to achieve the specified outcomes. Outcome-focused services aim to achieve the goals, aspirations and priorities of the individuals they serve. The service is intended to be delivered in a way that is right for the individual and designed to be compassionate, sensitive and trauma informed. Outcome-focused services are fundamentally person-centred and individualised in their approach, recognising that each individual is unique so has different requirements..

8.4 **Equality Impact Assessment and Equality Issues**

The successful bidder has set out their commitments with regards to this contract with particular reference to working with diverse communities and vulnerable clients. This service directly supports those who have difficulty engaging with other services. Ethnicity and age will be monitored with the service provider alongside types of disability to ensure that we are meeting our obligations to local residents.

8.5 **Social Value Benefits**

The preferred bidder also delivers a range of employment and skills services, which are funded through charitable grants, and these will be accessible to people using Greenhouse services.

These include:

- Digital literacy: they have built a partnership with Hubbub to develop tech lending for our clients. We have 300 devices, along with induction sessions covering online safety.
- A Job Broker: working with young people aged 16-24.
- Information and Guidance service – offering support with CVs, interview skills and job applications.
- Step-Up- supporting people in work to increase hours, payment and job security.

9. **Tender Evaluation**

9.1. An invitation for expressions of interest was issued on 5th August 2022 through the ProContract portal. The deadline for submissions was 5th September 2022. By the closing date, three submissions were received, however, subsequent to the closing date, Bidder 3 chose to withdraw their expression of interest.

9.2. An evaluation panel was put in place to score the submissions. The tender evaluation panel comprised of the personnel below, with oversight from the Hackney Procurement Managers:

9.3. Operations Manager – Benefits & Housing Needs
Benefits and Housing Needs Team Manager

Benefits & Housing Team Manager

Legislation, Strategy & Projects Officer, Benefits & Housing Needs

- 9.4 Each bid was evaluated based on both the projected quality assurances related to the provision of advice and guidance to clients and of service and the overall cost of the contract delivery; Quality being 60% of tender evaluation weighting and Contract Costs 40%.

The qualitative assessment was carried out using the following matrix:

Criteria	Sub-Criteria	Max. Points	Weighting
Delivery Model	Please set out how your service will engage and with clients approaching the service for advice and guidance.	5	15
Monitoring, evidence gathering and data recording	Please set out how your service will monitor outcomes and actions associated with the provision of housing and related support advice.	5	10
Quality of advice	How will you work to ensure that the advice your service provides is both relevant and comprehensive?	5	15
Safeguarding	Please set out how you will ensure that all clients are effectively safeguarded and summarise how you carry out risk assessments as part of your safeguarding policy & procedures.	5	5
Business Continuity	Please set out your approach to business continuity / contingency planning, in particular how you would coordinate and deliver services in scenarios such as further Covid 19 restrictions and possible impacts of market change or supply issues.	5	5
Added value	How will you work successfully to engage with clients to ensure they are able to smoothly access other organisations, services and that can provide support for non-housing issues	5	5
Local Employment & Training Opportunities	Please set out how you will ensure that any employment and / or training opportunities within your organisation are made accessible to Hackney residents	5	5

10. Recommendation

Following this outcome, it is recommended to award the contract to Bidder 1, who were assessed highest on the Quality response and on the Cost scoring.

11. **Contract Management Arrangements**

The Contract will be managed by the Operations Manager in the Benefits & Housing Needs Service, managing the Housing Advice service.

The service provider will be required to submit accurate performance data both monthly and quarterly; this frequency may be reviewed with the agreement of both the provider and the London Borough of Hackney.

The Council will utilise a risk-based approach to monitoring this service. The focus will be to assess the achievement of outcomes and performance to targets. This will be achieved through a range of methods including submission of quantitative and qualitative outcome data

11.1. **Key Performance Indicators**

11.2. The service provider will be required to submit accurate performance data both monthly and quarterly; this frequency may be reviewed with the agreement of both the provider and the Council.

11.3. General targets for the service are detailed below with Specific targets for the service will be agreed with the provider by the Council within 8 weeks of contract start date with the Council's contract coordinator and will be subject to annual review through which they may be amended by agreement or through decision by the Council.

Outcome		Target
Welcome Team	All clients coming into the Greenhouse setting will be seen by a member of the welcome team.	100%
	All clients identified by the welcome team as needing housing advice and support will have their basic details recorded onto the Jigsaw software application.	100%
	All telephone calls received by the Greenhouse were answered within 4 hours.	
	All emails and correspondence received by the Greenhouse service will be acknowledged within 24 hours and a response sent within 72 hours.	100% acknowledged 80% responded

	All clients identified by the welcome team as a potential emergency/with a high risk of rough sleeping will be referred and appointed to the Casework and Verification service to be seen on the day of approach.	100%
	All non urgent clients seeking housing advice will be referred and appointed to the Casework and Verification service to be seen within 3 working days.	80%
Triage and Assessment	All appointments to the Triage and Verification service to be interviewed at the agreed time, or reappointed within 36 hours where the arranged appointment cannot be undertaken due to unforeseen circumstances.	80% seen at the agreed time 100% reappointed with 36 hours
	All client interactions with the Triage and Assessment service will be recorded on the London Borough of Hackney's Jigsaw software within 24 hours, including notes on advice provided and/or further actions to be taken by the client and/or triage and assessment team.	100%
	All clients requiring mental health support will be referred to the appropriate agency/support team where the Triage and Assessment service have identified a need.	100%
	All clients requiring immigration advice and support will be referred to the appropriate agency/support team where the Triage and Assessment service have identified a need.	100%
	All clients meeting the requirements and criteria for additional support through the SHPS/Riverside delivered service are referred timeously.	100%
	All clients that have been identified as requiring additional casework under the requirements of the Homelessness Reduction Act will be referred to the service manager and LBH duty Manager or allocation to a caseworker with all the supporting information evidence as appropriate.	Less than 10% of referrals to the Casework service are rejected/ returned as incomplete/

		inappropriate
	Clients identified as in need of emergency interim accommodation will be referred to the LBH duty manager for further action with all the supporting evidence available and recommendations for further action.	100%
Casework	All clients referred to the casework service will be offered an appointment with a caseworker within 10 working days.	100%
	A comprehensive Personal Housing Plan will be completed and agreed with the client and caseworker and a copy given to the client.	100%
	Where prevention of homelessness is an appropriate and realistic goal, the caseworker will work with the client to prevent their becoming homeless within 56 days.	80% of cases are successful in preventing eviction
	Where the client is homeless, or remaining within their current accommodation is not a sustainable option, the caseworker will work with the client to source alternative housing provision within 56 days.	80% of cases are successful in sourcing alternative suitable accommodation
	For all clients, the caseworker will ensure that all interactions are recorded on the London Borough of Hackney's Jigsaw system within 24 hours of the engagement with the client.	100%
	Where casework has not been able to prevent homelessness or source suitable accommodation the client will be referred to the London Borough of Hackney duty manager for a decision under the Housing Act 1996. The caseworker will ensure that all relevant information is included with the referral with a recommendation where appropriate.	Less than 10% of referrals to the for a decision are rejected/ returned as incomplete/ inappropriate

11.4 In order to assess operational efficiency of service performance the provider will be expected to submit reports on the following information:

Information	Frequency
Report of serious incidents	Within 12 hours of incident
Report of safeguarding alerts	Within 24 hours of incident
Log and provide a report on complaints the provider receives related to service delivery at the Greenhouse	Monthly/Quarterly (as agreed or determined by the London Borough of Hackney)
PI Performance Indicator, Outcome and Target Reports and Returns	Monthly/Quarterly (as agreed or determined by the London Borough of Hackney)

11.5 The Council will utilise a risk-based approach to monitoring this service. The focus will be to assess the achievement of outcomes and performance to targets. This will be achieved through a range of methods including submission of quantitative and qualitative outcome data.

12. **Comments Of Group Director Of Finance And Corporate Resources**

- 12.1. This report seeks approval to award the provision of advice and support to single homelessness clients at the Greenhouse, contract to Bidder 1.
- 12.2. The scope of the service provided has increased as a result of demand and intentions to relocate to a larger site. And as a result has increased the projected costs from previous years.
- 12.3. The cost of service will be funded through the Homeless Prevention Grant across the 3 year life of the contract until 2025.

13. **VAT Implications On Land & Property Transactions**

N/A

14. **Comments Of The Director of Legal, Democratic and Electoral Services**

- 14.1. Paragraph 2.7.7 of Contract Standing Orders states that, in respect of procurements with a risk assessment of "Medium Risk", Cabinet Procurement and Insourcing Committee will determine the award of contracts above the value of £2m. The estimated maximum value of the contract in this Report is above £2m so therefore Cabinet Procurement and Insourcing Committee can agree the recommendation in this Report.

14.2. Details of the procurement process undertaken by officers are set out in this Report.

15. **Comments Of The Procurement Category Lead**

15.1. A member of the Corporate Procurement Team supported every step of this tender process ensuring compliance, best value for money and fairness.

15.2. A market engagement exercise was conducted last year in order to better shape the specifications in line with market trends. An open tender procedure was carried out in accordance with the Public Contract Regulation 2015 and our internal Contract Standing Order.

15.3. The London Tenders Portal & Contract Finder were used to advertise this opportunity where 3 bids were received and passed our compliance checks, along with the quality and commercial. However, through the tender evaluation process bidder 2 withdrew their tender submission.

15.4. A standard services contract was used for this agreement and a post award notification will be used for transparency purposes on the announcement of the bid winner.

15.5. I endorse this document and agree with the recommendations to award the contract to Bidder 1 who provided the Most Economically Advantageous Tender. (MEAT).

15.6.

Appendices

N/A

Exempt

[w Exempt Appendix 1_ List of Suppliers at SQ stage_.docx](#)

[w Exempt Appendix 2_ List of Shortlisted Suppliers.docx](#)

[w Exempt Appendix 2_ List of Shortlisted Suppliers.docx](#)

[w Exempt Appendix 4_ Price Comparison_.docx](#)

Category Condition

N/A

CONFIDENTIAL

N/A

Background Documents

None

Description Of Document (Or None)

 GH Business Case 1st Stage

Report Author	Ian Jones Legislation & Strategy Policy Officer <input type="checkbox"/> Ian.Jones@hackney.gov.uk
Comments for and on behalf of the Group Director of Finance and Corporate Resources	Rachel Dunbar Group Accountant <input type="checkbox"/> rachel.dunbar@hackney.gov.uk
Comments for and on behalf of the Director, Legal, Democratic & Electoral Services	Patrick Rodger Senior Lawyer <input type="checkbox"/> 020 8356 6031 <input type="checkbox"/> patrick.rodger@hackney.gov.uk
Comments of Procurement Category Lead	Leila Gillespie Procurement Category Lead leila.gillespie@hackney.gov.uk

TITLE OF REPORT

Provision of advice and support to single homeless clients at the Greenhouse

Key Decision No

RISK ASSESSMENT TOOL RATING (Low / Medium)	Medium
CONTRACT VALUE (for duration of the contract including extensions)	£1,407,335
APPROVAL ROUTE (Director for Low Risk, HPB for Medium Risk)	HPB
CONTRACT DURATION (including extensions e.g. 2 yrs + 1 yr + 1 yr)	3 yrs + 1yr

HPB MEETING DATE 12th April 2022	CLASSIFICATION: If exempt, the reason will be listed in the main body of this report.
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WARD(S) AFFECTED

CABINET MEMBER

GROUP DIRECTOR

1. GROUP DIRECTOR'S INTRODUCTION

- 1.1. Hackney Council remains committed to preventing and reducing homelessness, tackling the causes of homelessness and supporting those in need.
- 1.2. Homelessness in the borough is rising, and the council continues to adapt and refresh its response in a period of unprecedented change, including rapidly rising property values and rents, an increased demand for social housing across the board, and supporting residents through significant welfare reform. The Council has put in place a comprehensive Homelessness Strategy that builds on the achievements, whilst responding and adapting to the changing environment in which homelessness and support services are delivered.
- 1.3. The Greenhouse Centre is core to this activity. It is a high performing service providing health, employment, benefits and housing advice services to single people. It provides a walk in service and appointment based service for single homelessness, with comprehensive housing, welfare and employment advice and support to all single people, coupled with the health offer. In addition it offers showering facilities for the street homeless.
- 1.4. The Greenhouse is based in Tudor Road and was initially launched in 2007, as a partnership between Hackney Council, NHS England and Thames Reach. Thames Reach was commissioned to deliver the frontline customer interaction as a specialist service that very few other providers can replicate.
- 1.5. The Greenhouse has been an innovative approach to meeting the needs of that section of the community that finds it most difficult to engage. It provides a welcoming and relaxed environment that is more approachable for service users than a Council building. Combining the expertise of ThamesReach and the Benefits & Housing Needs Service has improved outcomes and established a clear pathway into housing, with options that increase a service user's likelihood of a positive conclusion.
- 1.6. The Greenhouse currently operates as a commissioned service delivered by Thamesreach who are contracted to 31st August 2022. Undertaking a tendering exercise at this time will ensure a compliant contract is in place to meet future requirements. This will adhere to the Council Standing Orders and also Public Procurement Regulations. A new contract will commence from 1st September 2022.

2. RECOMMENDATION(S)

- 2.1. **That the Hackney Procurement Board approve procurement, by competitive tender, of a frontline advice service for single people**

to start 1st September 2022 for a period of 3(+1) years at an estimated value of £1,407,335.

3. RELATED DECISIONS

- 3.1. The current Greenhouse frontline service is being delivered by Thamesreach. The initial contract commenced in 2007 and ran through to present. This contract is due to expire 31/08/2022

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

- 4.1. This report is to seek approval for the commissioning of a provider to deliver frontline customer engagement and housing advice to single clients approaching the Greenhouse service. The reasoning for this request is set out within paras 1.1 to 1.6 of this report.
- 4.2. Since its launch, the Greenhouse has been regularly reviewed and extended, and in September 2015 the Council's Benefits and Housing Needs Service merged their single homeless assessment team with the Greenhouse, delivering a joint housing service that is also working alongside the NHS provision consisting of a GP surgery and nursing facilities including mental health provision.
- 4.3. The Homelessness Reduction Act came into effect in April 2018 and represented the biggest single change to Homeless Legislation since the 1977 Housing (Homeless Persons) Act. It was driven by increases in rough sleeping and the numbers of households living in temporary accommodation nationally.
- 4.4. Following its implementation, the Greenhouse became crucial to the Council's response. The HRA considerably widened the responsibilities of local authorities with regard to homelessness/potential homelessness, particularly for single households. The aim of the HRA is to promote a more person-centred approach. That the HRA requirements in many ways reflected the established Greenhouse ethos meant that we were able to adapt more readily to the new requirements.
- 4.5. The current frontline service is being delivered by Thamesreach through a single tender agreement at a cost of £307,964. The funding for the service is being drawn down from existing Benefits and Housing Needs budgets.

5. COMMENTS OF THE DIRECTOR OF LEGAL, DEMOCRATIC AND ELECTORAL SERVICES

- 5.1. This Report has been classified as Medium Risk. Therefore this Report is being submitted to Hackney Procurement Board at Business Case

stage and in line with paragraph 2.7.7 and 2.7.11 of the Council's Contract Standing Orders.

- 5.2 The services to be procured in this Report are classified as Social and other Specific Services under Schedule 3 of the Public Contracts Regulations 2015 and are of an estimated value above the threshold of £663,540 (including VAT) for such services. Therefore it will be necessary to publish a Find a Tender notice in respect of the procurement of the services. However as these are Schedule 3 (light touch) services the Council will then be subject to a smaller number of procedural rules in regard to how it procures such services. It will, however, be important to ensure that it complies with the obligations to treat economic operators equally and without discrimination and act in a transparent and proportionate manner in accordance with Regulation 18 of the Public Contracts Regulations 2015.

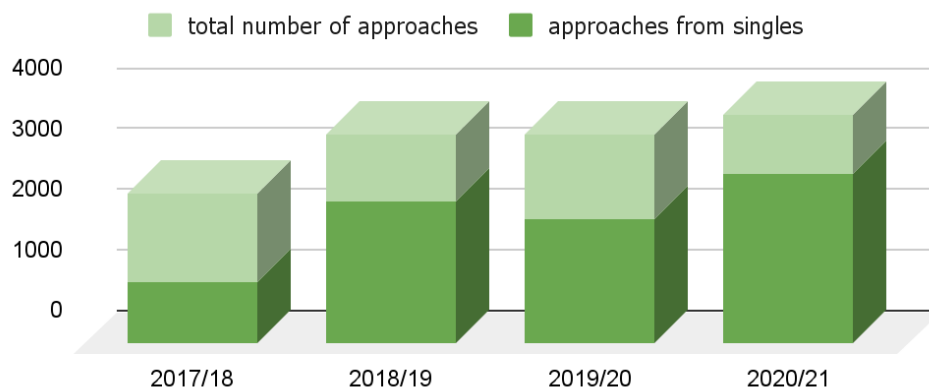
6. COMMENTS OF THE PROCUREMENT CATEGORY LEAD

- 6.1. The proposed contract is valued above the relevant UK public procurement threshold (Social and Other Specific Services “light touch” regime) and must be awarded in accordance with the relevant procedures set out in the Public Contracts Regulations 2015. The Council's Contract Standing Order 2.5.2 requires that the Business Case for a medium risk procurement of this value be approved by HPB.
- 6.2. Procurement of the contract via an Open competitive tender process is supported as an appropriate route, compliant with Contract Standing Orders as set out in the report.
- 6.3. Relevant KPIs and performance measures are proposed, aligned to strategic and corporate targets.
- 6.4. The timeline for the procurement process is reasonable to ensure contract commencement in September 2022 and will be supported by the Central Procurement Team.

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

- 7.1. **Reasons for the decision**
- 7.2. The BHN service is responsible for the assessment and allocation of temporary and permanent accommodation on behalf of the Council. Ensuring that the most vulnerable individuals are both able to access the service and receive an adequate response is extremely challenging when factoring the level of demand and the resources available to us.

- 7.3. The housing crisis, along with the introduction of the Homelessness Reduction Act in 2017 has meant that local authorities have a much more extensive responsibility to homeless households in general and to single people in particular.
- 7.4. There have also been changes in the way personal data is recorded, allowing for a more informed view of the level of need. One aspect of the introduction of the HRA is that the additional granularity of the data being collected has exposed the significant level of need within the single homeless cohort and in particular those with complex support needs.
- 7.5. Looking at the data, in addition to the rise in approaches, there has been a marked increase both in the proportion of single people for whom we have a duty and in the proportion of those with complex needs.



- 7.6.
- 7.7. In 2020/21, over 3700 approaches were made to the service, and while for 2021/22 the number of approaches is down 3.4% due to covid factors, approximately 70% were from single applicants, 19% of total approaches were from applicants aged between 16 and 24 and there has also been an increase in people with multiple and complex needs.
- 7.8. The Benefits and Housing Needs Service has adapted and realigned its service delivery offer in response to the increased complexity of the clients approaching. Core to this is the Greenhouse, to provide a more effective service to single homeless clients with multiple needs and often chaotic lifestyles. As a one-stop specialist service, the Greenhouse aims to build and nurture engagement with a range of statutory, community organisations, so that support is provided in a holistic and trauma informed way.
- 7.9. Commissioning a specialist provider to deliver this service will not only bring expertise and a broader perspective, but also help to promote engagement from a client cohort who traditionally are uncomfortable in approaching the Council directly.

7.10. Strategic Context:

7.11. Tackling homelessness is one of the nine cross cutting challenges identified in the Corporate Plan. Tackling homelessness within our single residents is one of the key themes within the Council's wider homelessness strategy and has a statutory duty to house homeless residents. The Council has also committed to ending rough sleeping in the borough and the Greenhouse is a key component in both prevention and relief of rough sleeping.

7.12. PREFERRED OPTION

7.13. The delivery of the Greenhouse service is a key component of the Council's homelessness response as well as its commitment to ending rough sleeping. Commissioning a provider to deliver the service allows an opportunity to ensure that there is little or no disruption in the delivery of the service, while also allowing adjustments to the terms of the contract and the delivery model to better reflect legislative changes and increasing demand.

7.14. Not tendering now runs the risk that there will be a break in service, with responsibility for providing a frontline service at the Greenhouse falling to the wider housing needs service. The level of service and support would be reduced while the service adapts accordingly at a time when the whole service area is under increasing pressure. This would increase costs in the medium to long term as the potential for some quick wins are missed.

7.15. Launching a tendering process at this time also allows for the contract specifications and wider services delivery plans to be revisited in light of new legislation, Covid compliance requirements and new partnerships with the NHS and Public Health services, as well as other third sector organisations.

7.16. ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

7.17. **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.

7.18. **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 inhouse 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.

7.19. SUCCESS CRITERIA/KEY DRIVERS/INDICATORS

7.20. The Homelessness Reduction Act came into effect in April 2018 and the statutory requirements and obligations within the Act as they pertain to single people are largely delivered through the Greenhouse Service.

7.21. WHOLE LIFE COSTING/BUDGETS

7.22. While the staffing structure of the Greenhouse Service will be part of the tendering process and subject to how the provider will meet the delivery requirements and performance standards set out in the specification, we estimate a whole life cost for the service as £1.4m, based on current provision.

7.23. This is based on the value of the current STA with Thamesreach currently in place of £307,954, adjusted annually for CPI of 5.4%.

7.24. Estimated costs for the contract (3 years plus 1) based on these estimates is:

■ Year one	-	£324,583
■ Year two	-	£342,111
■ Year three	-	£360,585
■ Year four	-	£380,056
■ total	-	£1,407,335

7.25. POLICY CONTEXT

7.26. S179 of the Housing Act 1996 (Part VII) places a duty on Local Authorities to ensure that advice and information on homelessness and the prevention of homelessness is provided free of charge to anyone in their area.

7.27. The Homelessness Reduction Act (HRA) strengthened the prevention emphasis by placing a new duty on Local Authorities to take 'reasonable steps' to prevent the homelessness of anyone eligible and threatened with homelessness, at an earlier stage. It also places a duty to take reasonable steps to help homeless applicants secure suitable accommodation.

- 7.28. The Homelessness Act 2002 places an overriding statutory duty on all housing authorities to review homelessness trends in their area on a 5 yearly basis, and produce an overriding strategic homelessness strategy which reflects the results of that review.
- 7.29. The Council has put in place a Homelessness Strategy that sets out our overall objectives to deliver accessible services that prevent homelessness and assist homeless households into suitable and sustainable long-term housing. However, whilst tackling rough sleeping is a key tenet of this strategy, such is the negative impact rough sleeping has on individuals and local communities, the Council has developed a separate but complementary Rough Sleepers strategy to ensure the issue is given sufficient focus, priority and impact.

7.30. CONSULTATION/STAKEHOLDERS

- 7.31. The internal stakeholders are the Housing Needs Service, Public Health, Housing and Adult Social Care.
- 7.32. The main external stakeholders are Public Health, the NHS East London Foundation Trust, the East End CAB, St Mungos, Shelter, Thames Reach and the Hackney Night Shelter.
- 7.33. The Council and our partners have made considerable efforts in recent years to respond to the housing crisis and its impact on single households. Working as a partnership, we recognise that single homeless people, especially those with mental health issues, face additional obstacles in securing and maintaining settled accommodation. We share the ambitions of improving the outcomes for vulnerable residents, while being mindful of the resources that are available. These efforts have been recognised as examples of how to provide a realistic response. However, despite our work, demand in Hackney has grown. Combining the expertise of Thames Reach and council officers has improved outcomes and established a clear pathway into housing, with options that increase a service user's likelihood of a positive outcome.

7.34. RISK ASSESSMENT/MANAGEMENT

Risk	Likelihood	Impact	Overall	Action to avoid or mitigate risk
	L – Low; M – Medium; H - High			
Tendering process does not procure competitive responses	L	M	M	Negotiate an extension of the current provision with Thamesreach as a single tender option

7.35. MARKET TESTING (LESSONS LEARNT / BENCHMARKING)

- 7.36. The Greenhouse service is the primary portal for single people; launched in 2007 as a partnership between Hackney Council, NHS England and Thames Reach, it provides a holistic housing and health walk-in service for the most hard to reach vulnerable adults in the community that ensures advice to everybody who calls into the centre.
- 7.37. Over this time, changes have been made to the structure and operational parameters of the service to meet changing needs, changes in legislation and new partnership opportunities with other external agencies such as the NHS and Public Health, and other third sector agencies.
- 7.38. A mystery shopping conducted exercise by people with experience of homelessness found it to be an excellent service.
- 7.39. The quantitative and qualitative data gathered will be used to inform the service specification and subsequent contract with the new commissioned service.
- 7.40. A number of other London Boroughs have commissioned external providers to support single people, but the approach taken by Hackney through the Greenhouse remains an exemplar of service provision. The Greenhouse has helped to enhance the reputation of the borough and its partners as a prime example of effective collaborative working. It has been visited by London Councils, MHCLG and a number of other LA's and even the Northern Ireland Housing Executive.

7.41. SAVINGS

- 7.42. There are saving opportunities that can be accrued in terms of cost prevention through early intervention and a targeted response to the needs of single clients, that would otherwise fall on other parts of the Benefits Housing Needs service such as the provision of temporary accommodation, as well as health services, community safety and Adult Social Care. However it is difficult to quantify the level of savings that will be achieved.

8. SUSTAINABILITY ISSUES AND OPPORTUNITIES

- 8.1. **Procuring Green** - No specific impacts identified.
- 8.2. **Procuring for a better society** - Commissioning an Outreach service will aid in reducing the numbers of people sleeping rough in an area, by providing meaningful support to access pathways into sustainable accommodation and advocating for their access into the systems and structures they need to uphold their recovery and tenancies. The provider may be able to offer employment and training opportunities for

local residents (including apprenticeships), and we will ask for commitments as part of the tender process.

- 8.3. Rough sleeping is harmful, dangerous, and limits an individual's life chances. The London Borough of Hackney therefore believes that nobody should have to sleep on our streets, and that Rough Sleeping is not acceptable in our borough. Where individuals are rough sleeping it is essential they are rapidly helped off the streets and into accommodation.
- 8.4. **Procuring Fair Delivery** - A Street Outreach Service (SORT) will respond to reports of rough sleeping rapidly and effectively. Linked to this, navigators will support former rough sleepers once they are moved into accommodation. Initially the SORT team will assess their needs and source emergency provision where appropriate. They will also refer the client into the Council's single homeless pathway with a view to moving into settled accommodation. They will assess their full range of needs, ensuring that street activities are responded to in an effective and proportionate way.
- 8.5. The provider will be required to provide a culturally and linguistically sensitive service to individuals from a range of backgrounds, faiths and nationalities – reflecting the diversity of the rough sleeping population.
- 8.6. The provider will also deliver innovative, effective and trauma informed approaches to assist rough sleepers with complex needs into accommodation and remain housed and provide support to clients who do not fit into current patterns of service delivery.

9. PROPOSED PROCUREMENT ARRANGEMENTS

- 9.1. **Procurement Route and EU Implications:**
This contract is valued above the relevant UK public procurement threshold (Social and Other Specific Services), and an open tender procedure is proposed. The opportunity will be advertised in Find a Tender and managed through the ProContract London Tenders portal.
- 9.2. **Resources, Project Management and Key Milestones:**

Key Milestones	
HPB Business Case Approval	12th April 2022
Tender Process launched (Contract Notice/ITT Issued)	3rd May 2022
ITT Deadline	3rd June 2022
Tender Evaluation	June 2022
Final Moderation meeting/recommendations	21st June 2022
Contract Award report to Central Procurement	28th June 2022
HPB Contract Award Approval	12th July 2022

Intention to Award/Standstill period	13th-25th July 2022
Contact Award	1st August 2022
Mobilisation	1st September 2022

9.3. Contract Documents: Anticipated Contract Type

This will be a contract for services, using the Council's Terms and Conditions to be agreed with Legal and Governance services.

9.4. Key Performance Indicators:

- 9.5. The service provider will be required to submit accurate performance data both monthly and quarterly; this frequency may be reviewed with the agreement of both the provider and the Council.
- 9.6. General targets for the service are detailed below, specific targets for the service will be agreed with the provider by the Council within 8 weeks of contract start date with the Council's contract coordinator and will be subject to annual review through which they may be amended by agreement or through decision by the Council.

Outcome		Target
Welcome Team	All clients coming into the Greenhouse setting will be seen by a member of the welcome team.	100%
	All clients identified by the welcome team as needing housing advice and support will have their basic details recorded onto the Jigsaw software application	100%
	All telephone calls received by the Greenhouse answered within ????	
	All emails and correspondence received by the Greenhouse service will be acknowledged within 24 hours and a response sent with 72 hours	100% acknowledged 80% responded
	All clients identified by the welcome team as a potential emergency/with a high risk of rough sleeping will be referred and appointed to the Casework and Verification service to be seen on the day of approach	100%
	All non urgent clients seeking housing advice will be referred and appointed to the Casework and Verification service to be seen within 3 working days.	80%

Triage and Assessment	All appointments to the Triage and Verification service to be interviewed at the agreed time, or reappointed within 36 hours where the arranged appointment cannot be undertaken due to unforeseen circumstances	80% seen at the agreed time 100% reappointed with 36 hours
	All client interactions with the Triage and Assessment service will be recorded on the London Borough of Hackney's Jigsaw software within 24 hours, including notes on advice provided and/or further actions to be taken by the client and/or triage and assessment team.	100%
	All clients requiring mental health support will be referred to the appropriate agency/support team where the Triage and Assessment service have identified a need.	100%
	All clients requiring immigration advice and support will be referred to the appropriate agency/support team where the Triage and Assessment service have identified a need.	100%
	All clients meeting the requirements and criteria for additional support through the SHPS/Riverside delivered service are referred timeously	100%
	All clients that have been identified as requiring additional casework under the requirements of the Homelessness Reduction Act will be referred to the service manager and LBH duty Manager or allocation to a caseworker with all the supporting information evidence as appropriate	Less than 10% of referrals to the Casework service are rejected/ returned as incomplete/ inappropriate
	Clients identified as in need of emergency interim accommodation will be referred to the LBH duty manager for further action with all the supporting evidence available and recommendations for further action	100%
	All clients referred to the casework service will be offered an appointment with a caseworker within 10 working days	100%

Casework	A comprehensive Personal Housing Plan will be completed and agreed with the client and caseworker and a copy given to the client	100%
	Where prevention of homelessness is an appropriate and realistic goal, the caseworker will work with the client to prevent their becoming homeless within 56 days	80% of cases are successful in preventing eviction
	Where the client is homeless. or remaining within their current accommodation is not a sustainable option, the caseworker will work with the client to source alternative housing provision within 56 days	80% of cases are successful in sourcing alternative suitable accommodation
	For all clients, the caseworker will ensure that all interactions are recorded on the London Borough of Hackney's Jigsaw system within 24 hours of the engagement with the client.	100%
	Where casework has not been able to prevent homelessness or source suitable accommodation the client will be referred to the London Borough of Hackney duty manager for a decision under the Housing Act 1996. The caseworker will ensure that all relevant information is included with the referral with a recommendation where appropriate.	Less than 10% of referrals to the for a decision are rejected/ returned as incomplete/ inappropriate

9.7. In order to assess operational efficiency of service performance the provider will be expected to submit reports on the following information:

Information	Frequency
Report of serious incidents	Within 12 hours of incident
Report of safeguarding alerts	Within 24 hours of incident
Log and provide a report on complaints the provider receives related to service delivery at the Greenhouse	Monthly/Quarterly (as agreed or determined by the London Borough of Hackney)
PI Performance Indicator, Outcome and Target Reports and Returns	Monthly/Quarterly (as agreed or determined by the London Borough of Hackney)

- 9.8. The Council will utilise a risk-based approach to monitoring this service. The focus will be to assess the achievement of outcomes and performance to targets. This will be achieved through a range of methods including submission of quantitative and qualitative outcome data.

APPENDICES

EXEMPT

Not applicable

BACKGROUND PAPERS

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Head of Service / Director Endorsement	If not required, please leave blank

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