

UNRESTRICTED MINUTES OF A MEETING OF THE CABINET PROCUREMENT COMMITTEE

MONDAY, 8TH JULY, 2019

Chair	Councillor Rebecca Rennison in the Chair
Councillors Present:	Councillors Deputy Mayor Anntoinette Bramble, Cllr Jon Burke and Cllr Caroline Selman
Apologies:	Nil
Officers in Attendance	Mr Rotimi Ajilore – Head of Procurement Ms Zainab Jalal – Category Lead Social Care Ms Susan Carran – Category Lead (Corporate Services), Finance & Corporate Resources Mr Patrick Rodger – Senior Lawyer – Procurement Ms Karen Barke – Head of Estate Regeneration Mr Ron Greenwood – Project Manager – Estate Regeneration Mr Mick Beanse – Project Manager – Estate Regeneration Ms Marta Kolinska – Category Manager Mr Stephen Abraham – Category Manager Mr Paul O’Doherty – Senior Procurement Manager Mr Simon Galczynski – Director, Children, Adults and Community Health Mr Gareth Wall – Head of Commissioning for Adult Services Mr Daniel Lilley – Commissioning Officer – Adult Services Mr Clifford Hart – Governance Services Officer
	Also in attendance (observing)
	Ms Heather Powell – Legal Services Ms Elizabeth Ellenbogen – Legal Services Ms Amanda Nauth – Legal Services Mr David Greaney – Legal Services

1 APOLOGIES FOR ABSENCE

There were no apologies for absence.

NOTED

2 URGENT BUSINESS

There were no items or urgent business.

NOTED

3 DECLARATIONS OF INTEREST – Members to declare as appropriate

There were no declarations of interests.

NOTED

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

There were no representations received.

NOTED

5 DEPUTATIONS /PETITIONS/QUESTIONS

There were no deputations, petitions, or questions.

NOTED

6 TO CONSIDER THE UNRESTRICTED MINUTES OF THE PREVIOUS MEETING OF CABINET PROCUREMENT COMMITTEE HELD ON 11 JUNE 2019

RESOLVED

That the unrestricted minutes of the Cabinet Procurement Committee held on 11 June 2019 be confirmed as an accurate record of the proceedings.

7 Kings Crescent Phase 3&4 Procurement of Contractor/Developer KEY DECISION NO. NH P87

The Chair asked for an introduction to the report.

The Head of Estate Regeneration – Ms Barke advised the Committee of the Cabinet’s July 2011 approval to the Estate Regeneration Programme, which outlined the Council’s approach to the development of a strategy for the delivery of high quality new build housing and improved living standards across a number of housing estates in the Borough. The Programme was updated and approved by Cabinet in March 2014 and again in October 2015, with a further update provided and approved by Cabinet in April 2019.

Ms Barke advised that the Cabinet, whilst approving the programme, also agreed a portfolio as opposed to a site-by-site approach to the regeneration of its housing estates, enabling the Council to combine the development value of schemes which would have the potential to generate a surplus with those that require a net investment. Mr Barke commented that the value created by the outright sale and shared ownership homes to be delivered at King’s Crescent would help to fund the delivery of new social rented homes within the scheme, the refurbishment of existing homes at King’s Crescent, the new community facilities on the estate and wider genuinely affordable housing delivery across the programme.

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Ms Barke went on to explain that through this self-funded, self-delivery model 115 high quality homes for social rent and shared ownership in the first phases of regeneration at Kings Crescent had already been built, alongside major improvements to more than 100 existing homes and public spaces on the estate, by working in close partnership with the local community. The proposals before the Committee continued in that approach already embarked upon to complete the transformation of the estate and deliver even more much-needed homes for Kings Crescent alongside clear benefits for existing residents.

Ms Barke further commented that the report sought approval to commence the procurement of a contractor for Kings Crescent Phases 3 and 4. The process would ensure that the Council selected a contractor on the basis of both cost and quality. It also allowed for further detailed financial assessments to be undertaken prior to entering into formal contractual arrangements.

The Chair thanked Ms Barke for her introduction and asked if there any questions from Members.

Councillor Burke referred to the environmental strategy as set out in paragraph 6.2 of the report and asked officers to give some further details. He also sought further details in relation to the energy strategy and the fact that it included combined heat and power (CHP) site wide, and whether officers were aware that the Greater London Authority (GLA) had begun to move away from this.

In response Ms Barke commented that in respect of the on the environmental strategy it was compliant with Hackney's planning policies as well as meeting London Plan requirements, and referred the Committee to section 5.5.2 of the report in addition to point 6.2 which included the relevant environmental measures that would be used to consider the success of the project. With regard to the energy strategy, Ms Barke advised that it had been agreed at the start of the project i.e. at the masterplanning stage. At that time CHP was the preferred strategy for both Hackney and GLA planners. Due to the proposals before the Committee being the second phase of delivery it was still most effective to continue with the existing strategy and link into the CHP that was delivered as part of the first phase.

In response to further clarification from Councillor Burke as regards the issues of car o[e]missions and car parking, and adequate cycle store provision Ms Barke advised that the scheme was nil-parking apart from provision relating to blue badge users and commitments to existing resident permit holders. The cycle store provision was extensive and complied with planning policy.

The Chair and Councillor Selman and Cllr Rennison both sought clarification as regards apprenticeships levels and potential for local employment.

Ms Barke responded that the details in the report set out what targets were set for the first phase. Currently targets for the second phase were awaited from the planning team. Ms Barke stressed that the targets would be in line with planning policy, and officers would then seek an improvement on the levels of employment and training levels through the competitive tendering process.

In clarifying a point from the Chair in respect of the Council's Sustainable Procurement Strategy and the commitment in that to 1 apprentice per £1million spend, Ms Barke commented that that would be extremely challenging to achieve those levels for a contract of that size e.g there would be more apprentices on site than could logistically be managed. It would be more likely to try and achieve an appropriate mix of employment and training targets appropriate to the size of the contract. This element would form part of the information that would be bought back to Cabinet Procurement Committee when officers were in a position to seek approval for the award of the contract. Officers working on the project were committed to working with officers from

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Hackney Works and the Procurement team on an approach that would maximise local employment and apprenticeship opportunities.

In response to a question from Deputy Mayor Bramble in relation to the role of schools and employment opportunities, Ms Barke commented that the contractor for phase one had worked closely with local schools and that it was expected that this would be the case for the second phase. This would also be tested through the procurement process also.

The Chair advised that it would be necessary to convene a special meeting of Cabinet Procurement Committee will be convened in May 2020 – on either 11 or 13 May 2020 (to be confirmed) in order for the Cabinet Procurement Committee to consider and agree the final contract award for the construction of King's Crescent Phases 3 and 4.

There being no further points of clarification, on a MOTION by the Chair it was:

RESOLVED

- i. That approval be given to the initiating of a single stage tender process using the *Competitive Procedure with Negotiation* provided for within Regulations 26(4) of the Public Contracts Regulations 2015 for the construction of King's Crescent Phases 3 and 4, with the project involving the construction of 219 homes including 28 for social rent, 75 for shared ownership, and 116 for outright sale, as well as a new community centre and commercial space;**
- ii. That it be noted that with regard to the 75 shared ownership and 116 outright sale homes, the recommended procurement strategy will require the Council to make use of the authorities granted by Cabinet in the Sales and Marketing Framework report of the 18th July 2016 in respect of the direct development and disposal of those homes;**
- iii. That the sales risk in relation to the 116 outright sale homes and the intention to market and sell these properties on a phased basis, subject to a market review and detailed sales and/or exit strategy for each phase, be noted;**
- iv. That the Group Director of Neighbourhoods and Housing and the Group Director of Finance and Corporate Resources be authorised to implement the sales and marketing strategy for each phase and/or implement an appropriate alternative exit strategy; and**
- v. That it be noted and agreed that a special meeting of Cabinet Procurement Committee will be convened in May 2020 – on either 11 or 13 May 2020 (to be confirmed) in order for the Cabinet Procurement Committee to consider and agree the final contract award for the construction of King's Crescent Phases 3 and 4.**

RELATED DECISIONS

At its meeting of 18th July 2011 the Council's Cabinet agreed the Estate Regeneration Programme. The Programme was updated and approved by Cabinet in March 2014 and again in October 2015. A further update was recently provided and approved by Cabinet in April 2019.

At its meeting on the 18th July 2016 the Council's Cabinet agreed the Sales and Marketing Framework, authorising the Director of Regeneration to implement the Sales and Marketing Framework in relation to shared ownership and outright sale disposals for both the Estate Regeneration and Housing Supply

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Programmes, and authorising the Director of Strategic Property and the Director of Regeneration to dispose of leasehold and freehold interests in the shared ownership and outright sale homes developed or to be developed as part of those Programmes.

OPTIONS APPRAISAL AND BUSINESS CASE (REASONS FOR DECISION)

This report outlines the process for procuring a main contractor using a Competitive Procedure with Negotiations procurement route and entering into a single stage design and build contract for King's Crescent Phases 3 and 4, a development project in the Brownswood Ward. The Council wishes to continue the phased development of King's Crescent as an exemplary housing, community and commercial scheme and to procure a main contractor to deliver the project. The contractor will be appointed to take the project forward from RIBA stage 3+.

The parcel of land to be developed at the King's Crescent site has been cleared since the last demolition in 2013. The development of the site represents an opportunity to complete the regeneration of King's Crescent which, apart from the introduction of new-build mixed tenure homes, also provides for refurbishment of existing blocks, improved amenity space, public realm improvements, replacement community space, new commercial space and new office/workspace.

King's Crescent Phases 3 and 4 comprise the following:

- 116 outright sale homes
- 75 shared ownership homes
- 28 social rent homes
- Refurbishment works to existing blocks
- A new community facility
- 480m² of retail commercial space
- 500m² of office/ workspace
- Associated public realm and landscape works including improved facilities for play and recreation.

In addition to the works described in 5.1.3 the Council are considering adding general repairs, maintenance and component renewal to the package of works in line with the provisions of the Housing Asset Management Strategy, to include external works, works to communal areas and works to specialist mechanical and electrical services as identified by condition surveys to be undertaken prior to works commencing. The budget for this work, allowed for in the Housing Asset Management Strategy, will be apportioned to this Regeneration scheme. This approach ensures a joined-up approach to capital investment, reduces overall disruption to residents and should offer better Value For Money (VFM) to undertaking works separately.

An outline application for the refurbishment of existing buildings and the erection of new buildings ranging from 4 to 12 storeys equating to a maximum of 765 residential dwellings, retail, café/restaurant, community centre, and a multi-use games area was given Planning Consent on 26 November 2013 (Planning Ref 2013/1128). Phases 1 and 2 comprised 79 social rent, 36 shared ownership and 158 outright sale new build homes, the external refurbishment of 101 existing homes and 629m² of retail/café/restaurant space together with associated landscaping. Phases 3 and 4 were granted in outline with all matters reserved apart from an estate access road. The outline element provided parameters for a series of new blocks, external refurbishment of 174 existing

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homes and a further 500 m2 retail/cafe/ restaurant/leisure space and 240m2 of community centre floorspace.

A detailed planning application for Phases 3 and 4 was submitted in May 2019. As part of this submission the Council will be seeking to increase the amount of housing to be delivered in comparison to the masterplan and set down in the Overarching Estate Regeneration Programme Unilateral Undertaking (UU) which was agreed by the Planning Sub-Committee in April 2014. The consented mix for Phases 3 and 4 was 79 shared ownership and 138 outright sale homes. The new planning application is seeking permission for 219 homes, representing an increase of 2 homes. The overall mix of homes has been improved to include 28 additional social rent homes. There are also 4 less shared ownership homes, and 22 less outright sale homes.

Bidders will be required to offer a single contract price for building out the whole of the scheme. A period of negotiation based upon prescribed criteria, defined by Hackney Council, has been built into the procurement process. The form of contract to be used will be a JCT Design and Build Contract with Hackney Council amendments.

A construction cost plan has been prepared for the Council by its Quantity Surveyor (QS), Potter Raper Partnership, setting out the estimated costs of construction. Please refer to Exempt Appendix 1.

The estimated costs are based on RIBA Stage 3 (planning application stage) proposals. A pre-tender stage estimate will be based on developed designs (Stage 3+) and is due to be completed in September 2019. The anticipated construction cost will therefore be finalised at the end of this process and may vary from the estimated cost in Appendix 1.

The cost of the scheme will be funded from sales receipts of the outright sale properties, the first tranche equity sales of the shared ownership properties, and the future rental income from the social rented and shared ownership properties. In line with the Programme's portfolio approach, the projected scheme surplus will be used to cross-subsidise the Programme.

It is recommended that the Council will act as developer for the outright sale and shared ownership homes, marketing and disposing of them in line with the Council's approved Sales and Marketing Framework.

With 116 outright sale properties currently valued at £67.5m, this exposes the scheme, programme and the HRA to an increased financial risk. In addition, the 75 shared ownership properties are currently valued at £43.56m, with forecast first tranche equity sales of £15m. To spread this sales risk it is intended to phase the release of the outright sale units.

A market review and marketing strategy will be produced for each sales phase, with authority to proceed to market properties delegated to the Group Director of Neighbourhoods and Housing and Group Director of Finance and Corporate Resources.

Under the General Consent 2013, the Council only has powers to sell dwellings to purchasers who do not intend to immediately sub-let. This potentially limits the pool of available purchasers. If the Council wishes to complete disposals to individual investors or private rented sector operators, an application to the Secretary of State would be required. A review of these options will be considered in the sales strategy for each phase. This will only be considered as

part of a risk management strategy as the Council's preference remains to sell homes to owner occupiers.

At current market values only a proportion of the outright sale homes would be eligible for buyers under the Government's Help to Buy Shared Equity scheme. This scheme has significantly beneficial to sales progress with recent schemes and therefore is a consideration. Also it should be noted that it is not known at present whether the government will continue funding Help to Buy after 2023.

Should sales not achieve the forecast values, or in the case of reservations been slower than expected, alternative strategies (as set out in the Risk Section below and which are not included in the current Sales and Marketing Framework) will need to be considered to maintain the viability of the scheme, Programme and HRA, some of which may require Cabinet approval.

8 Springfield Park Restoration Project KEY DECISION NO. NHO80

The Chair asked for an introduction of the report.

The Project Manager for the scheme – Mr Beanse advised the Committee that the report before it recommended approval to the contractual engagement of a contractor deliver the Springfield Park Restoration Project. In respect of the detail of the project Mr Beanse advised that the proposed construction and restoration works would bring back into use the Grade 2 Listed White Lodge, which was currently on the Historic England Heritage at Risk Register, and the associated Georgian Stable Block and walled garden. The White Lodge would be extended to provide additional space for the café servery to allow the original layout of the two rooms facing the Park to be restored.

Mr Beanse further commented that a new community events building and courtyard would be built for community use and public hire bringing additional income into the park and provide a much needed venue space in the local area. There would also be a new play area built close to the White Lodge. All elements of the scheme had been subject to extensive consultation with the key stakeholders.

Mr Beanse informed the meeting that the project would also deliver landscaping improvements to the Park. As Springfield Park was designated as a Regionally Important Geological and Geomorphologic Site (RIGS), a Site of Importance for Nature Conservation (SINC) and Local Nature Reserve, it was vital that the unique landscape and biodiversity was carefully restored and protected for future generations to appreciate and enjoy.

With regard to funding for the scheme Mr Beanse commented that The National Lottery Heritage Fund (NLHF) had awarded a grant of £3.1m to the project for the works and revenue costs. The NLHF funding allocation for the capital works was £2,829,638, this coupled with the LBH contribution of £726,864, the Country House Foundation funding of £20k and the £150k anticipated funding from the London Marathon Trust gave a total budget for the works of £3,744,252. Mr Beanse advised that once the construction and landscaping works were complete, a newly appointed Park Development Manager would deliver the Activity Plan, agreed with the NLHF, which would include a community engagement programme, healthy living activities, Schools Engagement, work placements and apprenticeships, volunteering and volunteer Training.

In conclusion, Mr Beanse informed the Committee that the restoration of Springfield Park would, as well as save and improve it's historically important landscape and buildings, long term, it would make the Park more financially sustainable, create a space for the local community and park users to come together and deliver a whole host of activities that will encourage healthy living, help people into work and to gain skills for life.

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The Chair thanked Mr Beanse for his succinct introduction, and asked if there were any points of clarification from the Committee.

Following points of clarification from the Chair, Councillor Burke and Selman Mr Beanse responded that in respect of the planting for the site he was unable to give a precise details at this juncture of the planting plans and the type and number of trees and hedgerows to be planted but he undertook to supply Members in writing of this. In terms of the quality and design of the scheme, and the elements of sustainability there was considerable belief that the proposals were achievable. It was proposed that at six months in to the project there would a council employed appointed Park Development Manager who would responsible for the overall Activity Plan and take forward all elements of the plan.

There being no further points of clarification, on a MOTION by the Chair it was:

RESOLVED

That approval be given to the appointment of Supplier A (as shown in exempt Appendix C of the report) to deliver Springfield Park Restoration Project, with the scope of the project including the restoration of the Grade 2 Listed Buildings, a new extension to the White Lodge, the construction of a new Community Events Building and the restoration of the Grade 2 Listed Park Landscape, and that the anticipated contract duration will be twelve months and if it commenced in August 2019 it will be completed by August 2020.

RELATED DECISIONS

- **Springfield Park Restoration Project Business Case** – The decision to combine the construction and landscaping contracts and re-tender was approved by Hackney Procurement Board (HPB) 11 December 2018.
- **Springfield Park Restoration Project Business Case** – Approved by Hackney Procurement Board (HPB) 13 March 2018.
- **Unilateral Undertaking** relating to Springfield Park E5 9EF, executed under seal 5 September 2017.
- **Planning Permission Granted** – Ref. No 2017/0887, 5 September 2017.
- **Listed Building Consent Granted** – Ref. No 2017/0919, 5 September 2017.
- **Cabinet Report Springfield Park Restoration Project**, Key Decisions No. NH N46, endorsement of proposals, approval of HLF bid and match funding from the Council of £840k, 23 January 2017.
- **Delegated Report of The Corporate Director of Health and Community Services, April 2014**. Spend approval for £240k from earmarked resource within the 2014/15 capital programme. Approved 9 May 2014 by Kim Wright.

REASONS FOR DECISION/OPTIONS APPRAISAL

This report requests the approval of CPC to award the contract to deliver the restoration of the buildings and landscape of Springfield Park.

Springfield Park is one of Hackney's finest green spaces and is listed as a Grade II park on the English Heritage Register of Parks and Gardens of Historic Interest. It also holds a Green Flag Award. The Park is well loved by the local community and is one of Hackney's gems. The buildings in Springfield Park are in urgent need of repair and major investment is required in order to stop them from degrading further, to fulfil their potential as community spaces and to become income generating assets which will

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help secure a more financially sustainable future for the Park. Although in better condition than the buildings, the Park's infrastructure is also in need of improvement and significant investment. Most significantly, the Council will not be able to harness the potential of the Park to deliver the range of learning, skills and health benefits through this project without significant investment in the Park's buildings, and the potential for the Park to generate revenue to sustain this uplift will be lost.

Springfield Park covers 16 hectares. It is bordered by the roads Spring Hill, Springfield and Upper Clapton Road (A107), and its easterly boundary is provided by the River Lea. The Park has a wide range of traditional amenity facilities, including a play area, tennis courts, a bandstand, a pond, outdoor chess tables and a table tennis table. It also accommodates four buildings, two of which predate the Park; Springfield Mansion (or White Lodge as it is sometimes known) and its stable block. The two other structures are a bowls pavilion and a horticultural glass house. Springfield Park is designated as a Regionally Important Geological and Geomorphologic Site (RIGS), a Site of Importance for Nature Conservation (SINC) and Local Nature Reserve.

In April 2013, MTW Consultants Limited were commissioned to carry out a feasibility study into the reuse of the main buildings in Springfield Park. The study suggested that given the state of the buildings, bringing them back into use would cost approximately £2.2m. As the Council only had a budget of £700k for Springfield Park at the time, it was recommended that a bid be submitted to the Heritage Lottery Fund's Parks for People scheme (now the National Lottery Heritage Fund) to fund the necessary capital improvements. At the time, Parks for People, was one of the only funding programmes that could offer sufficient funding to meet the capital requirements of the project as well as being the best fit in terms of aspirations and outcomes of the project as a whole. Since the study was undertaken, £90k has been spent on repairs to the stable block roof.

In February 2015, the Council submitted a Stage 1 HLF bid and was awarded a Development Grant of £183,610. A separate commission was undertaken to appoint a team to deliver a Conservation Plan, which was a precursor for much of the Design Team's design work and key decisions. The contract value for this work was £18,970 plus £10,205 for supporting surveys.

In February 2017, the Council submitted a Stage 2 HLF bid and in July 2017 was awarded a grant of £3.146m towards the delivery phase of the restoration project. The Design Team appointed during the development phase were re-appointed to work on the delivery phase of the project.

The vision for the Springfield Park Restoration Project is to, "Celebrate and enhance the unique heritage, character and environment of Springfield Park, establishing and improving opportunities for recreation, learning and volunteering, and creating a lasting sustainable legacy for future generations".

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

- a. Bring the rich heritage over the centuries to life: Restore the heritage of the park and animate its history to visitors and the local community to instil a sense of pride and connection to the unique place Springfield Park is.

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

The project will deliver the following:

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

This procurement has been carried out in accordance with the process approved by Hackney's Procurement Board in the project's detailed Business case (approved December 2018). The project tender value is below EU Procurement thresholds for works contracts.

The Business Case agreed a traditional procurement route to allow the Council to remain in ultimate control of the design in its entirety and to help increase cost certainty.

The decision to undertake a Restricted (two stage) tender was taken because the introduction of a Selection Questionnaire (SQ) enables project specific questions to be asked of the bidders with a view to reducing the number of contractors that can bid for the works and ensure that the contractors have the relevant qualifications and experience of working on Listed Buildings and in Parks. The top six bidders, based on their responses to the SQ were invited to tender.

The contract deliverables were enshrined within the tender documents and specifications that will form the contract. The contract will include the pre-construction information that will form the basis of the Construction Phase Plan for the works. This must satisfactorily address considerations of environmental protection and health and safety. The specification will also include specific provision around the protection of trees under the relevant British Standard.

In line with the Public Contract Regulations (PCR) 2015 and Council's Contract Standing Orders (CSOs), the tender was advertised on Contracts Finder and London Tenders Portal to ensure that we achieved the procurement principles of transparency, fairness and competition by offering the opportunity to as larger number of bidders as possible.

The overall cost and budget is summarised in Section 6.2.1 of this report.

The project will be funded by the NLHF Grant, The LBH Capital Budget, Section 106 monies and external funding. Should the London Marathon Trust funding application prove unsuccessful, the shortfall will be met by the Leisure and Green Spaces Infrastructure Budget.

ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

The option of doing nothing was considered however, this was not pursued as the buildings within the Park would have continued to decline and fall into further disrepair. In addition, any potential revenue generating opportunities to make the Park more sustainable would have been lost. It was decided in 2014 that an HLF grant offered the only realistic opportunity of addressing issues of long-term decline as the Council does not have the resources to pay for the substantial capital works required itself.

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The option of appointing two contractors to deliver the construction and landscaping separately was considered and in fact initiated by the original Lead Consultant/Landscape Architect in 2018. The Lead Consultant felt that the nature of the construction and the landscaping works was so different that they should be managed by separate contractors. The Council went out to tender for the construction contract first and when the tender prices came back significantly over budget the project was put on hold. A value engineering exercise was undertaken and a new Lead Consultant and Landscape Architect were appointed. The new design team decided that it would be better, financially and practically, for one principal ~~principle~~ contractor to deliver the construction and landscaping works.

There is no framework available to the project team that would be suitable for the proposed contract.

9 Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers KEY DECISION NO. CACH P77

The Chair asked for a brief introduction of the report.

The Director, Children, Adults and Community Health – Mr Galczynski, advised the meeting that the business case for the Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers had been approved by the Cabinet Procurement Committee in February 2019. In respect of the main elements of the proposed contract Mr Galczynski advised that insourcing was a significant portion of the proposed new service, with focus on outreach, especially to hidden carers, information and advice, Carers Groups, and initial screening.

In respect of the overall total contract value the Head of Commissioning for Adult Services – Mr Wall commented that over a three year period it would be £576,039, or £192k p.a., and if there were extensions of 3 +1+1 years the cost would be £964,622. Mr Wall added that there would be no reduction in the budget available. Mr Wall went on to explain that there had been excellent co-production in the contract assessment process with much group involvement through the design of consultation as well as the model for the service itself. The group had participated in the evaluation of tenders and officers were exploring the possibility of looking at ways in which the group would be able to continue to be involved as part of quality assurance and contract monitoring – already evident from the way some of the KPIs had been sharpened during the process of co-production.

In thanking Mr Galczynski and Mr Wall for their introduction, the Chair asked if there were any points of clarification or questions from Members.

In response to questions from the Chair and Councillor Selman with regard to the submissions received Mr Wall advised that there had been two full submissions. Participating in the evaluation had been five core members of the panel from commissioning, operations, Programme Management Office, East London Foundation Trust and the Dementia Alliance. The ‘experts by experience’ scored the question on service users involvement and there had been a 15 minute presentation from bidders. Mr Wall further commented that scoring was undertaken on the basis of 70/30 on quality and price. As a result Mr Wall advised that the committee were being asked to give its approval to provider A, which won on both quality and price, with the overall difference in scores at a fairly significant 8.5%.

In response to further points of clarification from the Chair – the Commissioning Officer Mr Lilly advised that the management of the contract would be delivered by a joint approach with the in house service element by a reorganisation of existing management within social care, and in collaboration with the strategic partner – East London Foundation Trust. The in house service would be undertaking statutory carers’ assessments, reviews, support planning, and support to meet any identified eligible needs including the provision of self-directed support through direct payments.

The Chair thanked officers for their succinct responses.

Mr Wall also advised that the commissioning officer Mr Lilly would imminently be leaving the Council's service and thanked him for his work, and the Chair also placed on record on behalf of the Committee its thanks and best wishes to Mr Lilly.

There being no further points of clarification, on a **MOTION** by the Chair it was:

RESOLVED

That approval be given to awarding of the contract for the Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers to Provider A, with the provision costing a total amount of £576,039 for a period of three (3) years with an option to extend for a further two years (3 + 1 + 1 years).

RELATED DECISIONS

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

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

REASONS FOR DECISION/OPTIONS APPRAISAL.

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

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

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

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

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

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

Conversations Approach

As part of Adult Services 'Promoting Independence' transformation programme, it was agreed that a revised approach to social work practice was required that emphasises a personalised

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and 'strengths based approach'. In this model, known as "3 Conversations", practitioners focus on the strengths and assets of individuals as well as their wider networks and community, rather than just their needs and challenges. It is anticipated that this approach will change the way in which care and support is provided across Adult Services.

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

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

Anticipated Benefits

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

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

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

10 DATES OF CABINET PROCUREMENT COMMITTEE FOR THE REMAINDER OF THE MUNICIPAL YEAR 2019/20

NOTED Meetings of the Cabinet Procurement Committee will be held at 6.00pm on:

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

11 ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

There were no items of urgent business.

NOTED

12 EXCLUSION OF THE PUBLIC AND PRESS

The Chair advised that the following items 13-15 allow for the consideration of exempt information in relation to agenda items 7, 8 and 9, respectively.

RESOLVED

That the press and public be excluded from the proceedings of the Cabinet Procurement Committee during consideration of Exempt items 13-15 on the agenda on the grounds that it is likely, in the view of the nature of the business to be transacted, that were members of the public to be present, there would be disclosure of exempt information as defined in para 3 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended.

SUMMARY OF EXEMPT PROCEEDINGS

13 Kings Crescent Phase 3&4 Procurement of Contractor/Developer KEY DECISION NO. NH P87

AGREED and NOTED the exempt Appendix A in relation to agenda item 7 in the unrestricted part of the agenda.

14 Springfield Park Restoration Project KEY DECISION NO. NHO80

On MOTION by the Chair it was:

AGREED and NOTED the exempt Appendices A-F in relation to agenda item 8 in the unrestricted part of the agenda.

15 Prevention, Early Intervention and Outreach Service for Unpaid Adult Carers KEY DECISION NO. CACH P77

AGREED and NOTED the exempt Appendix A in relation to agenda item 9 in the unrestricted part of the agenda.

16 ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

There were no items of urgent exempt business.

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NOTED

Duration of the meeting: 18:00hrs -18:50hrs

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