

**UNRESTRICTED MINUTES OF A MEETING OF THE
CABINET PROCUREMENT COMMITTEE**

MONDAY, 7TH OCTOBER, 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 Ms Karen Tait-Lane - Category Lead (Construction & Environment) Mr Sean Eratt – Senior Lawyer – Procurement Mr Gareth Wall – Head of Commissioning – Children, Adults & Community Health (CA&CH) Ms Beverley Gachette - Senior Commissioner – (CA&CH) Mr Ross Tuckley – Business Development and Support Manager (CA&CH) Ms Abisola Ifasawo – Business Manager (CA&CH) Ms Maria Zazovskaya - Resource Manager Children and Families Placement Management Unit (CA&CH) Mr Robert Koglek - Interim Head of Service, Children, Adults and Community Health Ms Pauline Adams - Principal Head of Early Help & Prevention (CA&CH) Ms Dawn Cafferty - Strategic Procurement Manager, Finance & Corporate Resources Mr Clifford Hart – Governance Services Officer

1 Apologies for absence

At 19.00hrs, in the absence of the Chair (Councillor Rennison) the Clerk to the proceedings sought a nomination for the Chair of the meeting for either the duration of the proceedings or until the Chair arrived.

Councillor Burke nominated Councillor Bramble .

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There being no other nominations Councillor Bramble took the Chair nemine contradicente.

NOTED

COUNCILLOR BRAMBLE IN THE CHAIR

There were apologies for lateness from Councillor Rennison and Selman.

NOTED

2 Urgent Business

There were no items of urgent business.

NOTED

3 Declarations of Interest - Members to declare as appropriate

There were no declarations of interests at the commencement of the meeting.

Clerk's note

Upon arrival and during consideration of Item 7 the Chair (Cllr Rennison) declared a non prejudicial interest.

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/Questions.

NOTED

6 Unrestricted minutes of the previous meeting of Cabinet Procurement Committee held on 9 September 2019

RESOLVED

That the unrestricted minutes of the Cabinet Procurement Committee held on 9 September 2019 be confirmed as an accurate record of the proceedings.

At this point in the proceedings (6.07pm) the Chair MOVED an adjournment of the meeting for a period of ten minutes or until the arrival of the sitting Chair – Councillor Rennison – whichever was the earlier.

The MOTION was carried nemine contradicente.

The Committee adjourned at 6.08pm.

Councillors Rennison and Selman arrived at 6.10pm, and the Committee reconvened.

7 Housing First Contract Award Report - Key Decision No. CACH Q11

The Chair asked for a brief introduction of the report.

The Head of Commissioning for Adult Services – Mr Wall advised the Committee that the report before it sought approval to award a contract for an integrated housing-related support service in the London Borough of Hackney and City of London. The service delivered support to people with multiple and complex needs associated with entrenched street homelessness (rough sleeping), including mental ill health, offending behaviour, substance misuse and personality disorders. The procurement process had ensured that the service would be innovative, efficient and fit for the future, promoting independence, increasing quality of life and helping people re-engage in their local communities.

Mr Wall commented that the contract was due to commence in January 2020 and would be delivered for one year with the option to extend for one plus one years.

Following the introduction of the report Councillor Bramble relinquished and Councillor Rennison took the Chair.

COUNCILLOR RENNISON IN THE CHAIR

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

In response to questions from Members, Ms Gachette - Senior Commissioner – Adult Services advised that tender selection process had involved a six core members panel who had evaluated all of the questions (excluding the financial scoring) from City & Hackney CCG, LBH commissioning, LBH adult services and City of London commissioning. Following assessment/evaluation the tender panel recommended that Provider A be awarded the contract for Housing First. It was the case that Provider A demonstrated that they would be able to meet the full requirements of the specification and that they understood the model.

In response to further points of clarification Ms Gachette further advised that whilst there had only been one bidder, the panel scored the quality bid and the panel acknowledged that this was a reflection of the challenges in procuring suitable accommodation. It was a fact that the bidder demonstrated high levels of awareness of the needs of a Housing First client, highlighting their experience of delivering the model in other London boroughs, and showcasing the success they had achieved in supporting clients to obtain positive outcomes and sustain tenancies.

Ms Gachette also commented that the preferred provider submitted a bid that included suitable independent accommodation which was crucial to successful delivery of the model, but also a challenge in London where there was a current severe housing shortage. The bidder had also presented a detailed and relevant mobilisation plan alongside a realistic risk assessment with moderations, giving the commissioners reassurance that this provider would be able to manage the significant service model and their obligations to the proposed contract.

In respect of local employment opportunities Ms Gachette advised that the provider was committed to provide opportunities in the area, and in line with the London living wage.

With regard to future funding Ms Gachette commented that in terms of identifying sources it was the case that the Government had signalled the need to tackle and address the issue of homelessness and officers were therefore confident that further funding sources would be identified.

There being no further questions, on a **MOTION** by the Chair it was:

RESOLVED

That approval be given to the awarding the contract for the City & Hackney Housing First Service to Provider A, as detailed in the exempt appendix to the report, and that the total cost of the provision to be £214,338 for a period of one (1) year with an option to extend for a further two (2) years (1 + 1 + 1 years), representing a whole contract value of £656,544.

RELATED DECISIONS

Cabinet Procurement Committee agreed to the procurement of this service on 12th September 2018. A reference to the Business Case can be found at the link:

Re-tendering of Housing Related Support Contracts - Key Decision No. CACH P9
<http://mginternet.hackney.gov.uk/mgAi.aspx?ID=32105>

REASONS FOR DECISION/OPTIONS APPRAISAL

The purpose of the service described in this report is to deliver intensive, wraparound, person-centred, housing-related support to 20 entrenched rough sleepers enabling them to move away from marginalised and chaotic lifestyles. By providing access to stable, independent housing to a cohort traditionally excluded from this type of accommodation, service users will have the opportunity to address their support needs, thus reducing pressure on the Council's homeless services.

Traditional homeless hostels deliver support that is transactional; using a support plan that is jointly agreed with their support worker, service users move towards stability and independence by engaging with interventions that help them achieve their personal goals. This model delivers successful outcomes for the majority of service users, who eventually move into their own home after completing their support journey. There is, however, a cohort for whom this approach is unsuccessful. Housing First inverts the journey from street homeless to stably housed by delivering accommodation before support needs have been addressed.

Housing First provides self-contained, independent housing with access to high levels of person-centred housing related support as required. Placing an emphasis on tenancy sustainment, service users will experience a support journey that is self-directed, enabling them to address their support issues at their own pace, without fear of being penalised for not following a prescribed support journey.

A relatively new model, this service is an alternative for those with a history of entrenched rough sleeping/homelessness and complex needs, those who typically 'revolve' through services without achieving positive outcomes.

City & Hackney Housing First also represents real collaboration between City & Hackney CCG, London Borough of Hackney and the City of London, demonstrating the partner's commitment to integrating Health and Local Authority services.

An evaluation of existing Housing First services in the UK has found that they deliver better outcomes than other support options and are more cost effective than special hostels or general needs shared accommodation¹. The model also has the potential to deliver significant savings to health and other public services.

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https://hfe.homeless.org.uk/sites/default/files/attachments/Evaluation%20of%20nine%20services%20in%20England_0.pdf

8 Re-Tender of Adults Learning Disabilities Supported Living Scheme at Homer And Wick Roads - Key Decision NO. CACH Q21

The Chair asked for an introduction of the report.

The Head of Commissioning for Adult Services – Mr Wall advised the Committee that the report before it proposed the award of contract to a single organisation for the continued provision of Adults Learning Disabilities Supported Living Schemes at Homer and Wick Roads. As the Committee may recall the report was brought back to Cabinet Procurement Committee in December 2018 following further consideration and comment in relation to bringing the contract back ‘in house’.

Mr Wall highlighted that the proposal would provide services for a group of vulnerable residents with complex needs in the London Borough of Hackney, helping them to maintain independent living arrangements, and avoiding the use of residential placements outside of the borough. It would also provide the appropriate level of social support and care to improve the quality of life for residents and assist them to maintain their own tenancies as part of the scheme, and furthermore people would also be able to develop their independent living skills; work towards fulfilling personal goals; and make connections within their communities, preventing isolation and social exclusion.

With regard to the length of the contract Mr Wall advised that it was the intention for the new contract to commence in January 2020, and that it was anticipated that a three month mobilisation period would be required. The contract length was for five years with the option to extend for a further two years. The new total contract value would be £7.63m, with an annual contract value of £1.09m.

Concerning the tender submission and evaluation Mr Wall informed the meeting that twelve submissions were received in total and following a full assessment of the SQ, six had passed all of the related questions, including an experience-based question relating to the delivery of a supported living scheme to adults with profound and multiple learning disabilities (PMLD). Mr Wall advised that the tender assessment process consisted a tender panel evaluation comprising core members from the Adults Commissioning team, plus an expert by experience, a finance panel for scoring the pricing element, and an additional panel that scored a 15 minute presentation made by each bidder.

Mr Wall reported that during the clarification period set aside for questions, a large number of enquiries were received regarding TUPE. Due to the number of TUPE clarification questions and the delayed response that resulted from requests to the existing provider, made by organisations wishing to tender, it there had been an extension to the closing date from 4 June to 17 June 2018 (an extension of 9 working days).

In conclusion Mr Wall advised that it was recommended that Provider D as detailed in the exempt appendix be awarded the contract for the Supported Living Services at Homer and Wick Roads. Provider D had demonstrated that it would be able to meet the full requirements of the specification and understood the needs of this service as evidenced through experience in delivering similar contracts elsewhere in London.

The Chair, in welcoming the report, and in asking if there were any questions from members, sought clarification as regards local employment opportunities.

In response Mr Wall advised that as detailed in the report some of the commitments made by the successful bidder included advertising locally to generate sustainable employment opportunities (paying LLW at minimum) for Hackney Residents, together with supporting local community through purchasing goods and services from local suppliers, promoting work experience opportunities with schools, colleges and initiatives i.e ‘Hackney 100, and providing Health and Social Care apprenticeships for local people.

There being no further questions from the Committee, on a **MOTION** by the Chair it was:

RESOLVED

That approval be given to the awarding of a contract for the Adults Learning Disabilities Supported Living Service at Homer and Wick Roads to Provider D as detailed in the exempt appendix to the report, and that the total cost of the provision will be £5.45m for a period of five (5) years with an option to extend for a further 2 years at a total cost of £7.63m (5 + 1 + 1 years).

RELATED DECISIONS

Cabinet Procurement Committee agreed to the procurement of this service at its meeting on 10 December 2018. A reference to the business case and the minutes of that meeting can be found at the link below:

- Business Case: Adults Learning Disabilities Supported Living Scheme at Homer and Wick Roads (Key Decision No CACH P46):
<http://lbhmgovapp01/documents/s63242/101218%20CPC%20FINALHomerWick.pdf>

REASONS FOR DECISION

This report proposes that the Adults Learning Disabilities (LD) Supported Living Services for Homer and Wick Roads will deliver the following key benefits to the Council:

- Supporting service users to access community services and become engaged citizens of the local community (Bridging the gap).
- Working with Hackney People First to support individuals to develop self-advocacy skills.

The current contract for provision of care and support at these schemes was due to end on 31 December 2018, however there was a six month option to extend until 30 June 2019, which has been invoked along with an additional extension to 31 December 2019. Therefore a new contract for care and support needs to be tendered.

Homer Road and Wick Road are two supported living properties for potentially 18 tenants with learning disabilities. Currently there are 17 tenants (one who is placed from out-of-borough), plus one void. The landlord for these properties is Peabody Housing.

The tenants in both of these schemes are primarily those with profound and multiple learning disabilities. They have long term high needs and significant communication difficulties. Some have significant health needs and challenging behaviour; some come under Continuing Health Care provision, which is funded by the NHS.

The service users at this scheme require long-term and often specialist support. Many are unable to communicate their needs, and have reduced mental capacity to make decisions around their care and support. Advocacy has been provided to ensure users are actively engaged in shaping the support service they need. Also, several of the service users are becoming older people and as such the needs of this user group are likely to increase.

9 Delegated Authority report Information Item residential contract award

The Chair advised the Committee that the item was for information as the delegated authority had been taken, and the purpose of the report was to advise the Committee of this action. The Chair asked for an introduction of the report.

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The Resource Manager for Children & Families Placement Management Unit – Ms Zazovskaya advised the Committee that the overall proposal as set out in the report detailed an exciting opportunity to join with seven London Boroughs to jointly commission local residential provision for Looked after Children. This initiative would make a significant difference in the way that children and young people experienced residential care. Currently most children who, because of their needs, required a placement within a specialist provision such as a residential children's home, were placed at a considerable distance from home.

Ms Zazovskaya commented that Children's homes were able to provide support and care for some of Hackney's most vulnerable children and young people. The Council wanted each child in its care to be provided with the right placement at the right time, and for residential care to be a positive and beneficial choice for children and young people. By working together with other Local Authorities there was an opportunity to deliver significant improvements to the outcomes for children in residential care. By improving availability in the North East London footprint, it would ensure that children were kept closer to home and their communities, and were supported by highly skilled staff and experience culturally appropriate placements.

Ms Zazovskaya advised that Hackney would work closely with partner Local Authorities and providers to focus on valuing Hackney's young people's heritage, promoting family and sibling contact and community ties and therefore making the transition back home, or supporting young people onto independence in the local community, easier. There was a legal obligation under the Children Act 1989 to provide suitable accommodation for Looked after Children and fulfil the corporate parenting duty. It was the collective responsibility of the Council, elected members, employees and partner agencies to provide the best possible care and safeguarding for the children who are looked after by London Borough of Hackney.

Ms Zazovskaya further commented that the contract recommended would deliver 35 residential children home placements in the North East London footprint that would offer better outcomes for children and young people and best value for Local Authorities through achieving economies of scale through a block contract. As well as strong contract management arrangements there would be a strong process in place to avoid or minimise voids. 5 of these places were for Hackney.

Ms Zazovskaya went to state that the proposed long term outcomes of the project included increasing the sufficiency of suitable placements, piloting sub regional commissioning arrangements with the view of expanding this to other Local Authorities in the future and, increasing value for money for Local Authorities. This would ultimately, partly address some of the cost pressure on the service. The service would also support young people's rehabilitation back to a family environment if appropriate, support young people to develop independent living skills, meet demand for emergency placements, ensure placements are more stable and deliver better outcomes for children and young people. The proposed scheme would in part address the lack of suitable provision in North East London, and address the commissioning difficulties all the partner Local Authorities had faced when sourcing residential children's homes. Hackney would ensure the focus remained on education by supporting children and young people to maintain their school places and peer networks.

Ms Zazovskaya concluded that the Contextual Safeguarding Team based in Hackney continued to be a valuable resource by supporting to keep children safe in their communities.

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By keeping children and young people closer to Hackney it would ensure that there was continuity in the services offered to young people such as clinical services, ensuring that young people struggling with their mental health get the support that they would need. By creating more service provision in East London there would also be the creation of job opportunities for local people.

The Chair thanked Ms Zazovskaya for her detailed and informative introduction, and asked if there were any specific points from members.

Councillor Bramble placed on record her thanks to officers and their efforts in becoming part of the partnership and the very detailed and considerable work that had been embarked upon to achieve the aims of the project.

In response to clarifications from Councillor Burke Ms Zazovskaya responded that in terms of ensuring health and wellbeing, and full access to the school environs, and accessing of benefits, as this was a new project all aspects of had been looked into. The project was being managed by an expert provider in the field – Woodford Homes, in Redbridge, every aspect of the proposed offer had been evaluated and tested and assessed. The process had included focus groups with service users where their views and concerns had been noted, and discussed.

There being no further questions the Chair asked that the report be noted.

RESOLVED

That the delegated authority in respect of the residential contract award for the joint commissioning of residential children's homes for looked after children across north east London be noted.

- 10 Any other Unrestricted Business the Chair considers to be urgent

There were no items of unrestricted urgent business.

NOTED

- 11 Date of future meetings

NOTED

The remaining meetings of the Cabinet Procurement Committee for the Municipal Year 2019/20 will be held at 5.00pm on:

4 November 2019
2 December 2019
13 January 2020
10 February 2020
11 March 2020
6 April 2020
11 May 2020 – new meeting

- 12 Exclusion of the public and press

RESOLVED

THAT the press and public be excluded from the proceedings of the Cabinet Procurement Committee during consideration of Exempt items 13-17 on the agenda on

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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.

SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS

- 13 Exempt Minutes of the previous meeting of Cabinet Procurement Committee held on 9 September 2019

AGREED – the EXEMPT minutes of the Cabinet Procurement Committee held on 9 September 2019.

- 14 Housing First Contract Award Report - key Decision No. CACH Q11

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

- 15 Re-Tender of Adults Learning Disabilities Supported Living Scheme at Homer And Wick Roads - Key Decision NO. CACH Q21

AGREED – the exempt Appendix 2 in relation to agenda item 8 in the unrestricted part of the agenda.

- 16 Delegated Authority report Information Item residential contract award

AGREED – to note the exempt Appendix 1A in relation to agenda item 9 in the unrestricted part of the agenda.

- 17 Information Item - briefing on Hackney Young Carers Project (HYCP)

AGREED – to note the briefing.

- 18 Any other Exempt Business the Chair considers to be urgent

Nil

Duration of the meeting: 18:00HRS – 18.32HRS

Contact:
Clifford Hart
Clifford.hart@hackney.gov.uk