

AGENDA ITEM 9

TITLE OF REPORT : Integrated Children and Young People's Wellbeing Service (Extension to Existing Provision)

CONTRACT APPROVAL

Key Decision No. CACH R54

**CPIC MEETING DATE
(2021/22)**

10 May 2021

CLASSIFICATION:

Open

If exempt, the reason will be listed in the main body of this report.

WARD(S) AFFECTED

All

CABINET MEMBER

**Cllr Chris Kennedy
Health, Adult Social Care, and Leisure**

**Deputy Mayor Cllr Anntoinette Bramble
Education, Young People and Children's Social Care**

KEY DECISION

Yes

REASON

Affects two or more wards

GROUP DIRECTOR

Helen Woodland

1. CABINET MEMBER'S INTRODUCTION

- 1.1. It is proposed that the existing contracts for the Young People's Clinical Health and Wellbeing service, Hackney and the City Health Visiting service, 0-5 Healthy Eating and Obesity service, and Bump Buddies are extended until 31 August 2023 as detailed in the recommendations below. These extensions will ensure continuity of service whilst a comprehensive review and redesign process is completed, to allow us to commission, as far as possible, a fully Integrated Children and Young People's Wellbeing service for 0-25 year olds, which will maximise the potential to deliver service improvements and value for money. This will include a detailed analysis of what services can most effectively be insourced.
- 1.2. The existing services provide a range of health and wellbeing related interventions for children and young people in Hackney (and the City of London). Residents currently receive a number of high quality services that have adapted to the challenges of operating under Covid 19 restrictions. The extensions proposed will also make the contracts coterminous, thereby facilitating the introduction of the integrated service when these contracts reach their end.

2. GROUP DIRECTOR'S INTRODUCTION

- 2.1. This report seeks approval to perform a variation and extension to the contracts listed below to facilitate the commissioning of an Integrated Children and Young People's Wellbeing service.
- 2.2. Public Health is responsible for leading the local response to Covid 19 and the work to protect the health and wellbeing of the residents of Hackney and the City of London. This has necessitated a delay to planned commissioning work. These extensions will ensure that a high quality, sustainable service continues to be delivered, whilst also ensuring sufficient time is available to complete the necessary recommissioning work.

3. RECOMMENDATION(S)

- 3.1 Agree the award (which represents an extension) of the following contracts at a total cost of just under £14.6M until 31 August 2023.

Service

Current End date

**Required
Extension**

Total Cost

Young People's Clinical Health and Wellbeing	31/10/2021	22 months	£971,808
Hackney and the City Health Visiting	30/06/2021	26 months	£13,495,550
Bump Buddies	31/03/2022	17 months	£35,500
0 -5 Healthy Eating and Obesity	31/03/2023	5 months	£82,500

4. RELATED DECISIONS

- 4.1. Hackney and City Health Visiting Service, Cabinet Procurement Committee Contract Award Report, 23 February 2016

5. REASONS FOR DECISION/OPTIONS APPRAISAL

An Integrated Children and Young People's Wellbeing service

- 5.1 In early 2020, Public Health began the work to consider the potential for an Integrated 0-25 Children and Young People's Wellbeing service. A project team was appointed and initial review work, including benchmarking and stakeholder engagement, was underway. This confirmed the potential for improvement through service integration. At present the aim is full integration, however, the final delivery model proposed may be more complex than this (e.g. multiple contract lots).
- 5.2 It was proposed that the new service would encompass a range of interventions targeting children and young people aged 0-25, including the existing contracts detailed below.

Service	Provider	Start date	End date (including extensions)	Period	Total Cost (including extensions)
Hackney and City Health Visiting	Homerton Hospital	01/07/2016	30/06/2021	3+1+1 years	£31,507,387*
Young People's Clinical Health and Wellbeing	Homerton Hospital	01/11/2016	31/10/2021	2+1+1+1 years	£2,619,854*

School Based Health	Homerton Hospital	01/09/2018	31/08/2024	3+1+1+1 years	£8,164,645
School Based Health (Additional Independent Schools)	Homerton Hospital	01/09/2018	31/08/2024	3+1+1+1 years	£299,722
Consultant Midwife for Vulnerable Parents	Homerton Hospital	01/04/2020	31/03/2022	1+1 years	£72,000
Family Nurse Partnership	Whittington Hospital	01/09/2018	31/08/2024	3+1+1+1 years	£2,679,743*
0-5 Healthy Eating and Obesity	HENRY	01/04/2018	31/03/2023	3+1+1 years	£990,000
5 - 19 Healthy Eating and Obesity	Everyone Health	01/04/2018	31/03/2023	3+1+1 years	£855,000
Bump Buddies	Shoreditch Trust	01/04/2020	31/03/2022	1+1 years	£50,000**
Condom Distribution	Brook	01/04/2019	31/03/2022	1+1+1 years	£343,500

* Annual contract value has varied over the lifetime of the contract, this is the cumulative total including extensions

**Total LB Hackney contribution. The City and Hackney Area Committee of the North East London Clinical Commissioning Group (NEL CCG) provides match funding of an additional £25k per annum.

- 5.3 Bump Buddies and the Consultant Midwife for Vulnerable Parents were direct awards. The providers for all the other contacts listed were appointed following a competitive procurement process for the periods and values detailed.
- 5.4 There are service level agreements (SLA) with Young Hackney to deliver a Young People's Education and Outreach service at an annual cost of £250,000 and a Young Person's Substance Misuse service at an annual cost of £386,000. There is also an SLA with Hackney Education Service to deliver the Eat Better, Start Better programme at a total cost of £122,000 (including the related Physical Activity Literacy programme). These are also within the scope of the proposed integrated service

- 5.5 The Hackney and City Health Visiting service supports families during the crucial early years of a child's life. Integrated with other local services, there is a focus on prevention and maximising face to face contact at the right time to enable families to achieve their optimum level of health.
- 5.6 The Young People's Health and Wellbeing service supports the health and wellbeing of children and young people aged 11-19 (up to 25 years for those with additional needs). It provides clinical and treatment services to support their sexual and emotional health, smoking cessation services and a gateway to specialist weight management services.
- 5.7 The School Based Health service meets the medical needs of children at school. This includes safeguarding reviews for vulnerable children, delivery of the National Child Measurement Programme (NCMP), school entry health checks and additional support for specialist schools.
- 5.8 The School Based Health service (Additional Independent Schools) service provides clinical governance and oversight of Charedi Orthodox Jewish Independent Schools including a school entry health check, height and weight measurement for children aged 4-5 and 10-11, and a Year 6 oral health education session.
- 5.9 The Consultant Midwife for Vulnerable Parents provides senior clinical leadership to ensure the highest possible level of care and involvement from healthcare professionals for pregnant teenagers, teenage parents and their children across midwifery services.
- 5.10 The Family Nurse Partnership provides additional support to the most vulnerable first time mothers, focusing on prevention, health promotion and early identification of needs to improve maternal, child and family health.
- 5.11 The 0-5 and 5-19 Healthy Eating and Obesity services deliver universal and targeted healthy eating and weight management interventions for children, young people and their families with the overall aim of preventing and reducing obesity.
- 5.12 There are two elements to the Condom Distribution Service. Come Correct, which is aimed at under 25 year olds and the Free Condom Project which focuses on groups with a higher risk of poor sexual health outcomes, including sex workers, those with a drug or alcohol dependency, men who have sex with men, and the Black African and Black Caribbean communities. The provider of both services works with a range of outlets to provide free condoms.
- 5.13 The Bump Buddies programme provides ongoing support to vulnerable pregnant women and new parents. The service connects diverse groups of women, particularly those with limited peer support, so that they are able to

share their skills, knowledge and experience. The services receive £25k of match funding from the City and Hackney Area Committee of the NEL CCG.

- 5.14 The Young Persons Substance Misuse service provides specialist treatment and preventative support to children and young people at risk of misusing drugs or alcohol.
- 5.15 The Education and Outreach service provides health and wellbeing related support to children and young people delivered through drop in sessions, community outreach and educational sessions in schools. Eat Better, Start Better, is an early years nutritional programme delivered in early years settings.
- 5.16 The services listed in this report are delivered across Hackney and the City of London. The City of London makes a financial contribution to receive these services.
- 5.17 No contract extensions are being requested at this time for the 5-19 Healthy Eating and Obesity service or the Condom Distribution services because we are prioritising work with the existing providers to ensure delivery is adapted to the current and long term impacts of Covid 19. Permission to extend these contracts will be requested separately, or if necessary, individual short term contracts will be commissioned to ensure value for money and the ongoing delivery of a high quality, fit for purpose, service.
- 5.18 Funding for the Consultant Midwife for Vulnerable Parents service has transferred to the City and Hackney Area Committee of the NEL CCG (NEL CCG have commissioning responsibility for Midwifery services). At present, the service remains within the scope of the Integrated Children and Young People's Wellbeing service.

_____ Responding to Covid-19

- 5.19 As the Council department responsible for infectious disease control, Public Health has led the local health protection response to Covid-19. Additional activity, mostly delivered from within the existing staff resource, has included; the creation and management of a weekly City and Hackney Health Protection Board to coordinate the local response, development of a local outbreak control plan, coordinating the management of local outbreaks, establishing and running an urgent response service to answer all health protection related queries relating to Covid 19, setting up lateral flow testing sites, supporting (and leading on aspects of) local testing arrangements, setting up and running a local contract tracing system, implementing infection control audits and advice to high risk settings (such as schools and care homes), creation of a new covid-19 data dashboard, as well as specialist input to, and leadership of key programmes to support, the local humanitarian response (including mobilising and delivering a Public Health community champions programme and new VCS covid information grants

programme). This has been done alongside work to ensure that existing Public Health services are adapted to the latest Covid 19 regulations.

- 5.20 These initiatives have taken a significant staffing resource to deliver. To protect the health and wellbeing of residents officers have prioritised the pandemic response, and essentially have been in business continuity since March 2020. This has meant Public Health does not currently have the capacity to oversee all of its 'business as usual' work, including service redesign and procurement activity. The development of the Integrated Children and Young People's Wellbeing service has, therefore, been severely impacted. Under normal circumstances the Public Health consultants, specialists and practitioners currently working on the response to Covid 19 would be undertaking reviews of services that are coming up for contract renewal and developing the specifications for new services to be commissioned.
- 5.21 The additional pressure on staffing resources has also been compounded by staff shortages for the majority of 2020. The impact of Covid 19 delayed planned recruitment to key posts, and there has been an increase in sickness absence, including long term sick leave. Recruitment to vacant positions has been drawn out and difficult as Public Health professionals are in particularly high demand in the current circumstances.
- 5.22 The Public Health resource required to manage the response to Covid 19 increased steadily throughout the first part of 2020 and by May 2020 all commissioning work was paused. Initially it was hoped that work on the Integrated Children and Young People's Wellbeing service would resume in the autumn but this has not proved possible. It is now recognised that significant resources are likely to be required to manage the response to Covid 19 until at least the early summer of 2021.
- 5.23 The stakeholders who would need to help shape the commissioning processes for the Integrated Children and Young People's Wellbeing service, such as the Clinical Commissioning Group (CCG), GP practices and VCS organisations are also fully engaged with the pandemic response, and only delivering essential services. So they are not available to contribute to the development and procurement of services.
- 5.24 If we were to go out to the market now, it is likely that many providers which would normally consider bidding for this type of work would be unable to do so. The Young People's Clinical Health and Wellbeing and the Health Visiting service in particular are currently delivered by health care professionals working for a local NHS hospital foundation trust. This organisation (and similar organisations across the country) are under significant pressure and are deploying staffing resources wherever possible to assist with the Covid 19 response and to catch up with severe backlogs in service areas where work had to be halted because of the pandemic.

- 5.25 Covid 19 will have a profound impact on the delivery of services and the health and wellbeing of children and young people, which will need to be fully incorporated into the design and implementation of the proposed service.
- 5.26 It is for these reasons that we are requesting the extensions detailed. Extensions of the existing contracts as detailed will allow:
- Further analysis of the impact of the pandemic on the health and wellbeing needs of children and young people
 - Completion of service review and redesign work to consider the potential for a more integrated service that could deliver efficiency savings alongside service improvements, encouraging a more flexible and holistic approach to the delivery of children and young people's health and wellbeing services
 - A comprehensive assessment of which elements of the service could most effectively be insourced
 - Design of a service for 0-25 year olds. (Currently most health and wellbeing services work with under 19s.) This would ensure older young people receive a more age-appropriate service, and build in more support for transitioning to adult services
 - Work in partnership with the Children and Young People's workstream of the Integrated Commissioning programme to investigate the potential for joint commissioning, including services currently delivered by City and Hackney Area Committee of the NEL CCG
 - Incorporation of the revised tender in the procurement pipeline, ensuring appropriate procurement support throughout the tender process
 - Confirm the service delivery model - whilst there is certainly the potential to deliver improvements through integration it may be that the final delivery model proposed is more complex than a single contract e.g. multiple contract lots and/or use of a lead provider to coordinate service elements delivered by more than one provider
 - Confirm the impact of proposed changes to NHS commissioning and competition within the NHS, as the new ICS develops
- 5.27 A timeline for the commissioning process, detailing the above activity, is set out in Appendix A.
- 5.28 During this Covid 19 response period, Public Health has worked with the existing providers listed in this report to ensure that high quality services continue to be delivered in line with the latest regulations, minimising the risk to residents and staff e.g. as a statutory intervention the Health Visiting service has continued to make home visits but these have been coordinated with other health services through a Rapid Response Team to ensure that all clinically relevant activity can be completed in a single home visit, removing the need for repeat attendances from different health professionals.
- 5.29 Public Health is satisfied with the performance currently being delivered and the current financial settlement is sustainable for the duration of the proposed extensions. Extension of the existing arrangements will ensure there is no

disruption to the service experienced by users whilst recommissioning work is completed.

5.30 Concerning the legal powers on which the Council seeks to rely to carry out this course of action, Regulation 72 (c) of the Public Contracts Regulations 2015 provides that contracts may be modified without a new procurement procedure where certain conditions are fulfilled. Comments from the Legal department at paragraph 12 below support this recommendation: In this case the need for the modification has primarily been brought about by the impacts of the current pandemic which could not have been foreseen. The extension is not intended to alter the overall nature of the contract and the increase in price proposed will not exceed 50% of the value of the original contract or framework agreement.

5.31 The contract will be funded through the existing London Borough of Hackney Public Health budget. No additional funding is required.

6. PROJECT PROGRESS

6.1. **Developments since the Business Case approval.** This award is associated with a number of existing services

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

6.2.1 Funding for the proposed extensions will be provided from the ring-fenced Public Health Grant as detailed below (this does not include existing funding already committed).

Service	Public Health Budget			Total Cost
	2021/22	2022/23	2023/24	
City and Hackney Health visiting	£4,671,537 (9 month extension)	£6,228,715	£2,595,298 (5 month extension)	£13,495,550
Young People's Clinical Health and Wellbeing	£220,865 (5 month extension)	£530,077	£220,865 (5 month extension)	£971,808
Child obesity 0-5	n/a - existing contract	n/a - existing contract	£82,500 (5 month contract)	£82,500
Bump Buddies	n/a - existing contract	£25,000	£10,500 (5 month contact extensions)	£35,500
Total	£4,892,402	£6,758,792	£2,969,913	£14,588,204

6.3. **SAVINGS**

The Integrated Children's Health and Wellbeing Service will deliver cashable efficiency savings.

Any savings that are required from the extended contracts before the new service is implemented will be delivered through negotiations with the existing providers. Discussions are currently underway with providers to deliver agreed savings for 2021/22.

7. **SUSTAINABILITY ISSUES**

7.1. **Procuring Green**

The biggest environmental impacts for these services are the transport needs of staff. Several of the providers promote access to a bike to work scheme for their employees and Homerton Hospital has a travel plan that supports staff to choose more environmentally friendly methods of travel. Electronic rather than paper records are used alongside energy efficient appliances and other equipment used by staff.

7.2. **Procuring for a Better Society**

The services detailed in this report provide job and volunteering opportunities to the local economy and the providers are committed to facilitating employment and training opportunities for local people e.g. Homerton Hospital offers work experience and apprenticeships to local young people and Shoreditch Trust delivers a comprehensive programme of cultural education, mentoring and volunteering opportunities. As part of the recommissioning process, we will ensure that opportunities for apprenticeships and other employment related activities are maximised. The council's Sustainable Procurement Strategy will be utilised and we will seek to maximise social value and explore insourcing wherever possible.

7.3. **Procuring Fair Delivery**

Services are accessible to all eligible members of the community (e.g. families with young children for the Health Visiting service), they are designed to respond to individual needs across each of the equalities strands. The providers are London Living Wage employees and have policies and procedures in place to ensure compliance with the Modern Slavery Act 2015.

7.4. **Equality Impact Assessment and Equality Issues:**

No issues were identified. The services contained within this report deliver services which will provide support as early as possible so that they are preventative and targeted at increasing social inclusion.

8. **ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)**

1. Do nothing	Allowing the contracts to end without replacement services in place will negatively impact on the health and wellbeing of children and young people and potentially destabilize the existing provider organisations. Health Visiting and School Based Health are statutory Public Health services.
2. Procurement of individual interim contracts	<p>The Integrated Children and Young People's Wellbeing service has the potential to deliver service enhancements and efficiency savings that would be lost if the services were to be procured separately.</p> <p>The need to prioritise the ongoing response to Covid 19 means that Public Health lacks the resources to take this work forward at present. In addition, the current lack of capacity within the market would limit the number of bids we would be likely to receive.</p>
3. Insourcing	There is insufficient time to develop the capacity for a complete in house service. However, the contract extension period will be used to comprehensively consider which elements of the existing services could effectively be delivered as an internal service.
<u>Recommended</u> 4. Extend the existing contracts	Extending the existing contracts will allow exploration of insourcing and procurement options alongside the full potential for service integration that could be achieved. In addition, intelligence collected through the revised service model, particularly in the context of Covid 19, will inform the design of a service that is responsive to the needs of the community.

9. TENDER EVALUATION

A timeline for the commissioning process, detailing the above activity is set out in Appendix A.

10. CONTRACT MANAGEMENT ARRANGEMENTS

10.1. Resources and Project Management (Roles and Responsibilities):

Each contract will have a named Public Health Specialist or Practitioner lead supported by the Public Health Commissioning Team and overseen by the lead Consultant.

Regular contract review meetings will be completed alongside the analysis of quarterly KPI monitoring data.

We will continue to work with the provider to improve service delivery and demonstrate value for money throughout the contract delivery period. We will:

- Remain informed about best practice across the sector, implementing changes to the model when necessary.
- Analyse KPI data, working with the provider to address areas that require improvement in a timely manner.
- Make use of benchmarking data, service user feedback and wider stakeholder engagement to ensure provision is fit for purpose and demonstrates the provider's commitment to continuous improvement.

10.2. **Key Performance Indicators:** all providers must submit performance reports on a quarterly basis as part of the contract monitoring process. Details of the main KPI and targets for the services to be extended are provided as a separate appendix (Appendix B - Key Performance Indicators).

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

11.1. The recommendation of this report is to extend the existing contracts for the Young People's Clinical Health and Wellbeing service, Hackney and the City Health Visiting service, 0-5 Healthy Eating and Obesity service, and Bump Buddies. These extensions will ensure continuity of service whilst a comprehensive review and redesign process is completed for an Integrated Children and Young People's Wellbeing service that will maximise the potential for service improvements and value for money. This will include a detailed analysis of what services can most effectively be insourced.

11.2. The proposal is to agree the awards through extension of the following contracts outlined in the table below at a total cost of approximately £14.6m for the period to the end of August 2023. These figures do not include planned savings aligned to these contracts that have been approved by the Council for 2021/22, negotiations are currently underway with Providers to ensure savings are delivered. If there is any delay in delivery of the agreed savings, then any shortfall will have to be managed within the ring-fenced Public Health grant.

Service	Current End date	Annual Contract Value	Required Extension	Total Cost
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Young People's Clinical Health and Wellbeing	31/10/2021	£516,760 plus £13,317 Agenda for Change (AfC)* from April 20	22 months	£971,808
Hackney and the City Health Visiting	30/06/2021	£5,999,489 plus £229,226 AfC from April 20	26 months	£13,495,550
Bump Buddies	31/03/2022	£25,000	17 months	£35,500
0 -5 Healthy Eating and Obesity	31/03/2023	£198,000	5 months	£82,500
TOTAL				£14,585,358

*Public Health received additional government funding to pay for increases in NHS wages negotiated nationally as part of the Agenda for Change process. Contract values were increased to reflect this.

- 11.3. These contract extensions will be funded from the ring-fenced Public Health grant and will not result in a budget pressure for the Council. There is uncertainty around the grant allocation for future years. If the grant was to be reduced in future years, then management actions, including reviewing these contracts, would need to be considered to ensure that expenditure is contained within the ring-fenced grant.

12. COMMENTS OF THE DIRECTOR OF LEGAL & GOVERNANCE SERVICES

- 12.1. The current contracts for the Integrated Children and Young People's Wellbeing service are due to expire shortly and this Report sets out the reasons why it has not been possible to undertake a procurement process to continue service provision after that date. To undertake a procurement in order to appoint a short term provider to commence the service immediately would be economically disadvantageous for the Council in terms of the price of tenders received and is unlikely to meet the needs of the Council with regard to integration of service provision. Therefore it is proposed to seek an extension to the current contracts with four providers whilst the Council undertakes a substantive procurement exercise for future service provision, as well as confirm its proposals regarding in-sourcing some elements of the current service. It should be noted that there is, therefore, some risk to the Council that a challenge to the award of the contracts could come from competitors the Council has not approached to undertake the services. If such a challenge were successful it is likely that the Council would be liable

to pay the lost profits of a party who has successfully challenged, as well as the costs of bringing such a challenge, and potentially a fine from the government for a breach of the Regulations. This should be considered in the decision to approve the award in this Report. It is hoped that the risk of this is minimal as a modification to a contract is permitted under Regulation 71(1)(c) of the Public Contracts Regulations 2015 where (i) the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen; (ii) the modification does not alter the overall nature of the contract; (iii) any increase in price does not exceed 50% of the value of the original contract. Due to the reasons set out in paragraphs 5.10 - 5.22 related to the response to Covid-19 since March 2020, the Council has not been able to procure the service contracts in a timely fashion and is therefore seeking the contract extensions in this Report.

13. COMMENTS OF THE PROCUREMENT CATEGORY LEAD

- 13.1 This report concerns extension of four service contracts for delivery of children's health and wellbeing services. The interim extension of the existing contracts is proposed as delays to commissioning activity for an integrated service, due to the current COVID-19 pandemic, mean that procurement cannot now be completed within the required timeframe. The impact of the pandemic has been to affect availability of both internal and market resources, particularly as potential providers are largely NHS Healthcare Trusts.
- 13.2 The value of the contract extensions sought is above the delegated authority of the Group Director. These may be agreed, in consultation with the Group Director of Finance, if authorised by the Group Director of Legal and Governance. A written report setting out the justification for the variation is presented for approval by Cabinet Procurement Committee in accordance with CSO 4.8
- 13.3 The value of the Clinical Health and Wellbeing and Health Visiting services are both above the relevant public procurement threshold (Public Contracts Regulations 2015, Social and Other Specific Services "light touch" regime). There is therefore, some risk of challenge to extending the contracts without competition. However, the limitations on the market to respond, and on internal public health expertise to progress the service redesign at present, appear to provide reasonable justification for this course of action when compared with alternative options considered, notwithstanding the comments from Legal at 12.1 above.
- 13.4 Suitable KPIs are in place for the extension period and sustainability deliverables are noted, including payment of LLW, employment and training opportunities.

13.5 The requested extensions cover the period up to August 2023, with varying duration to align the end dates of the four services. Re-commissioning is to be progressed following the timeline provided. Upon extension, modification notices must be published as required in accordance with Public Contracts Regulations for transparency purposes.

APPENDICES

Appendix A - Children and Young People Integrated service Procurement Timeline

Appendix B - Key Performance Indicators

BACKGROUND PAPERS

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

Description of document

None

Report Author	Timothy Lee : 0208 356 7782 Public Health Commissioning Manager timothy.lee@hackney.gov.uk
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Comments of Procurement Category Lead	Dawn Cafferty : 0208 356 8697 Procurement Category Lead - Social Care and Public Health (Interim) dawn.cafferty@hackney.gov.uk

APPENDIX A

Children and Young People Integrated service Procurement Timeline

Activity	Description	Indicative time required	Notes
Commissioning Pause	Ongoing prioritisation of Covid 19 response	Ongoing	Work with the existing providers to ensure the delivery of a Covid safe service during this period of restrictions. Understand the impact of Covid 19 on the health and wellbeing of children and young people.
Research and design	Building on previous research	June to November 2021	Activities to include the following: Desktop review of: Relevant literature Service models Benchmarking data Options appraisal, e.g. do nothing, insourcing
Consultation	Engagement with key stakeholders including residents and service users.	December 2021 to March 2022	Comprehensive consultation plan to be developed including the following activities: One to one interviews Focus groups Surveys
Soft market testing	Meet with providers	April to May 2022	Hold meetings with potential bidders to discuss how they would address the needs of children and young people in Hackney and the City of London
Specification Design and Tender Documents drafting	Write specification(s) - develop tender documents and	June to July 2022	This can begin towards the end of the design phase but will need to continue after it. There will be consultation with various stakeholders.

	outline outcomes required		
Business Case	Draft BC for CPC	August 2022 to September 2022	Towards the end of the design stage - sign off from various stakeholders. Need to include options appraisal - e.g. insourcing parts of the service CPC September 2022
Tender Stage	Tender docs finalised and out to tender	October 2022 to January 2023	Time for two stage tender and evaluation including from experts by experience
Contract Award	Write contract award for CPC	February to March 2023	Write award report - to be at CPC in March 2023
Mobilisation	Up to 6 months mobilisation - service start 1st October 2023	April to September 2023	Good mobilisation period to ensure smooth transition to an integrated service .

APPENDIX B - Key Performance Indicators

Service: Young People's Clinical Health and Wellbeing Service		
KPI	Quarterly Target	Monitoring
Total number of young people seen including returning (total attendance)	500	Quarterly KPI data, narrative reports, and review meetings
% of new young people seen with holistic assessment completed	95%	
% of young women offered/accepted LARC	Offered 95%, Accepted >15%	
% of new young people seen offered/accepted registration on the C-Card scheme who are not registered	Offered 70%, Accepted >60%	
% of young people offered/accepted STI screening	Offered 70%, Accepted >60%	
% of young people receiving contraceptive advice post termination of pregnancy	100%	
% of eligible pregnant young women referred to Family Nurse Partnership	100%	

Service: City & Hackney 0-5 Health Visiting Service		
KPI	Quarterly Target	Monitoring
% of mothers who received a first face to face antenatal contact with a Health Visitor at 28+ weeks	80% (offered 99%)	Quarterly KPI data, narrative reports, and review meetings
% of births that received a face to face NBV within 14 days by a Health Visitor	95%	
% of targeted mothers who received a follow up home visit at 1 month	66%	
% of children of targeted mothers who received a 3-4 month assessment.	66%	
% of children who received a 12 month review by the time they turned 12 months	90%	
% of children who received a 2-2.5 year review	90%	

% of infants being breastfed at new birth visits	90%	
% of infants being breastfed at 6-8 weeks	70%	
% of mothers with a BMI >30 recorded at antenatal contact who are signposted to weight management service at the 6-8 week check	95%	
% of mothers who received a Maternal Mood review at the New birth visit (by 21 days)	95%	
% of women who receive a routine enquiry about domestic violence by 6-8 weeks	95%	
Rate of HV attendance at case conferences (initial and review)	100%	
% of Practitioners who have been observed in practice	80%	

Service: 0-5 Healthy Eating and Obesity		
KPI	Quarterly Target	Monitoring
Proportion of postnatal adults to whom Healthy Start vitamins distributed	30% of 4467	Quarterly KPI data, narrative reports, and review meetings
Proportion of infants and children to whom Healthy Start vitamins distributed	20% of 21400	
Proportion of eligible families signed up to the Healthy Start voucher programme	80% of eligible population	
Increased uptake of Healthy Start vitamins in pregnant/postnatal adults – baseline vs current uptake	20%	
Increased uptake of Healthy Start vitamins in infants and children – baseline vs current uptake	33%	
Number of programme initiators	86	
Number and % of programme completers	80% of initiators	
Number of introducing solid foods workshop attendees	240 parents or carers	
Number of healthy eating 1-5 years workshops delivered	16	

Number of healthy eating 1-5 years workshops attendees	160 parents or carers	
Number and % of families who on completion of the programme: - improve their knowledge of healthy eating and physical activity recommendations - increase their fruit and vegetables intake - decrease the amount of time spent being sedentary - increase their levels of physical activity - increase their wellbeing	85%	
Number of professionals trained in the EBSB food standards guidelines	50	

Service: Bump Buddies		
KPI	Quarterly Target	Monitoring
% of women reporting reduced levels of stress and isolation	80%	Quarterly KPI data, narrative reports, and review meetings
% of women reporting increased feelings of confidence	80%	
% of women reporting improved confidence and communication skills	80%	
% of women reporting improved knowledge/understanding of local services	80%	
Number of group activities held: Cook & Eat Social	6-8 families	
Number of group activities held: 5 Ways to Wellbeing drop-in	15-20	

Service: Support for Vulnerable Parents		
KPI	Quarterly Target	Monitoring
% of cohort who have received a full assessment by 4 weeks after referral	75%	Quarterly KPI data,

% of cohort who have received a full assessment by 12 completed weeks of pregnancy	75%	narrative reports, and review meetings
% teenage mothers who have reduced or stopped smoking during pregnancy	50%	
% teenage mothers initiating breastfeeding	87.50%	