
Meeting	Cabinet Resources Committee
Date	18 April 2013
Subject	Award of Early Intervention and Prevention Contracts
Report of	Cabinet Member for Education, Children and Families
Summary	This report seeks approval to award 13 contracts for early intervention and prevention services to 8 providers for 33 months, commencing from 1 July 2013, to the value of £2,547,095.

Officer Contributors	Stuart Collins, Head of Family Support and Early Intervention, Children's Service Lindsey Hyde, Commissioner, Children's Service
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
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1. RECOMMENDATIONS

- 1.1 That the Committee approves the award of 13 contracts for early intervention and prevention services to 8 providers for 33 months, commencing from 1 July 2013 to the value of £2,547,095.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee - 27 September 2011 – Decision item 8 – Report of the Cabinet Member for Education, Children and Families, ‘Early Intervention and Prevention Commissioned Contracts’

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The services for consideration will contribute towards the key priorities and objectives of the Council’s 2013/14 - 2015/16 Corporate Plan to provide ‘Create the right environment to promote responsible growth, development and success across the borough’; ‘Support families and individuals that need it – promoting independence, learning and well-being’ by identifying early those children and families who require support and supporting them through appropriate preventative interventions; and ‘Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study’ by supporting families to give every child a good start in life.
- 3.2 Services will also contribute to the priorities outlined in the Children and Young People Plan 2013 - 2016 (to be approved by Cabinet on 18 April 2013):
- Engage families early to ensure children have happy lives at home
 - Ensure children in need of support are identified early and appropriately supported in their early years
 - Offer opportunities for engagement and support, recognising the needs of the individual and supporting them to achieve
 - Enable young people to foster ambitious and realistic aspirations
 - Ensure services are integrated to support young people as they transition to adulthood.

4. RISK MANAGEMENT ISSUES

- 4.1 Early identification, accurate needs assessment and effective interventions are key in supporting and empowering families to ensure that all children have the best possible start. Early intervention is a key strategy in Barnet to achieve better outcomes for children, families and local communities; and also to provide savings. The service specification of the new early intervention and prevention services has been designed to more effectively integrate service provision and better use resources. If the Council does not proceed with awarding the contracts, it will have to continue with the current interim service provision arrangements. The current model of delivery is not the most viable long term option and would risk provision of a fragmented service model. In order to mitigate these risks, it is recommended that the contracts are awarded to the organisations identified in this report.
- 4.2 The tender pack set out that each potential provider will be required to keep service user records, and ensure appropriate information sharing, confidentiality; data protection, data collection and analysis are in place. Policies and protocols should be in place to ensure

that the system is robust and to encourage adherence to it. The tender process assessed providers' existing safeguarding and health and safety policies, supervision arrangements, financial viability and processes; these were found to be satisfactory and appropriate in the case of all providers contained within this report. These aspects will be explored further in the mobilisation and service delivery plans.

- 4.3 To ensure monies are being spent effectively all new contracts will be performance managed throughout the term of the contract using a robust monitoring system. This system is in place for current contracts.
- 4.4 All contracts will be awarded for a 33 month term with an annual break clause exercisable by the local authority. Funding for anniversaries years two and three is subject to future grant settlements from central government and the local authority may reduce or terminate the services in years two and year three depending on the future grant settlements. The Council reserves the right to reduce the amount of funding available should this tender not result in meeting all the priorities the Council has set or the Council has changing priorities.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Under the Equality Act 2010 the Council and all other organisations exercising public functions on its behalf are required when doing so to have due regard to the need to (i) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; (ii) advance equality of opportunity between those with a protected characteristic and those without; (iii) promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.
- 5.2 This duty, also, applies to a person, who is not a public authority but who exercises public functions and therefore must, in the exercise of those functions, have due regard to the general equality duty. This includes any organisation contracted by a local authority to provide services on its behalf.
- 5.3 Early intervention and prevention services have a target group of families, children and young people 0-19 years old (up to 25 with disabilities) who are living in Barnet or children, and young people being educated in Barnet. The services will support a diverse population of children and young people, including:
- Disabled children and young people
 - Young carers
 - Traveller communities
 - Other vulnerable children and young people
- 5.4 The tender process assessed providers' existing equalities and diversity policies and specific questions were asked in the method statement in relation to organisations' recruitment process for new staff and how it is ensured that there is awareness of issues of working with children and young people and families with a range of issues from BME groups.
- 5.5 Access to services and accessibility of services in relation to protected characteristics will be monitored during the regular performance monitoring of the contracts for Early Intervention and Prevention Services.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 Procurement

- 6.1.1 The tender for Early Intervention services for the period 1 July 2013 to 31 March 2016 was divided into thirteen service lots with the indicative values as detailed in paragraph 6.2.1 of this paper. The commissioning process has been conducted in accordance with Corporate Contract Procedure Rules.
- 6.1.2 The commissioning process was an open and competitive process. The end to end application process for the tender was managed through the Procure4London portal. The council used the non OJEU open tender process for services which fall within schedule 3, Part B list of the Public Contracts Regulations (as amended).
- 6.1.3 The tender notice was advertised both nationally and locally on a variety of online portals:
- (a) Community Barnet (2 weeks beforehand)
 - (b) Supply4London
 - (c) Notify current commissioned providers
 - (d) A Market Event was held for CYPNET members on 27 November 2012
- 6.1.3 The ITT opened on 3 December 2012 and closed on 1 February 2013, 14 organisations submitted a tender. At this stage organisations detailed the scope of their work as outlined in the project specification. There were 29 submissions as some organisations had submitted multiple applications.
- 6.1.4 The applications were scored 70% for Quality and 30% for Price. The quality scores measured the organisations capacity to meet Barnet's priorities and identify realistic and measurable outcomes.

Evaluation criteria	Method	Weighting
Quality	Commercial questionnaire	10%
	Method Statement schedules	60%
	Post tender interview	0%
Price	Pricing schedule	30%

6.2 Finance

- 6.2.1 The funding available per lot was detailed in the tender pack as set out below:

Lot	Service required	Total budget
1	Supporting parents of disabled children and young people	£126,806
2	Promoting activities for disabled children and young people	£340,478
3a	Young people intervention: peer-to-peer role model scheme	£172,014
3b	Young people intervention: mentoring	£172,017
3c	Young people intervention: activities and workshops	£420,341
4a	Raising standards in quality provision: childcare providers	£306,333
4b	Raising standards in quality provision: breakfast clubs, after school clubs and holiday provision	£68,190
4c	Raising standards in quality provision: inclusive training for	£49,980

	mainstream providers	
5	Supporting young carers	£321,970
6	Services for families experiencing domestic violence	£43,668
7	Parenting programmes for hard to reach communities	£107,861
8	Support to targeted communities	£35,690
9	Community Coaching service for vulnerable families	£440,000

6.2.2 The table below summarises the financial values and the overall weighted price and quality scores of the submissions from prospective providers.

A headline breakdown is provided below.

Lot	Provider	Total 33 month cost	Overall weighted price and quality score
Lot 1	A	£126,770	78.87
	B	£124,633	58.71
Lot 2	C	£279,164	46.87
	D	£290,242	92.39
	E	£284,060	71.74
Lot 3a	F	£171,579	67.87
	G	£169,580	74.74
	H	£172,014	25.91
Lot 3b	I	£168,911	78.07
	J	£169,995	75.74
	K	£172,014	25.91
Lot 3c	L	£419,866	49.00
	M	£419,710	59.42
	N	£420,346	59.29
	O	£419,628	50.40
Lot 4a	P	£305,529	67.71
	Q	£306,332	44.85
Lot 4b	R	£67,964	73.39
Lot 4c	S	£49,954	79.39
Lot 5	T	£317,578	53.12
	U	£321,967	66.47
Lot 6	V	£43,668	77.97
	W	£40,502	19.46
	X	£43,620	69.45
Lot 7	Y	£94,742	28.83
	Z	£107,810	76.93
Lot 8	AA	£35,655	69.89
Lot 9	BB	£439,335	65.77
	CC	£437,240	63.99

6.2.3 The tender submissions were assessed at Evaluation Panels, comprised of relevant Children's Service managers and a Corporate Procurement representative between 11 February 2012 and 1 March 2013, during which time evaluations of commercial questionnaire, pricing schedule and financial checks were also undertaken. All prospective providers were subsequently invited to attend clarification interviews between 1 March 2013 and 15 March 2013. Subsequent consensus meetings were held by the Evaluation Panels who presented their recommendation to the Star Chamber Meeting, comprised of relevant head of service, relevant Children's Service officer,

Children's Service commissioning representative, and Corporate Procurement representative, on 18 March 2013.

- 6.2.4 It became clear in the Star Chamber Meeting that there were wide variations between the pricing schedules submitted by providers within particular lots. The decision was taken to seek further clarification on pricing schedules in relation to all submissions. Once these clarifications were received, a final Star Chamber Meeting took place on 22 March 2013.
- 6.2.5 London Borough of Barnet has sought the most economically advantageous tenders (MEAT) that is best able to meet the Authority's Service Specification. This is based on the evaluations of the relevant Evaluation Panels and the Star Chamber Panel, taking into account the results of financial viability checks provided by Corporate Procurement and Finance.
- 6.2.6 Following the competitive tendering process it is proposed that 13 contracts be awarded to 8 organisations for the sum of £2,547,095. The proposed contractors represent value for money in terms of the competitive cost of the service and their ability to deliver services efficiently to families over the length of the contract. Where organisations are offering a service across more than one service lot, efficiency can be achieved in terms of the resource required to manage the contract including performance monitoring. It is also anticipated that there will also be service benefit for families arising from this due to greater consistency and a reduction in the number of separate organisations currently providing services.
- 6.2.7 The table below summarises the values of the contracts sought to be awarded.

Lot	Provider	Total 33 month contract value
Lot 1	Mencap	£126,770
Lot 2	Fairplay	£290,242
Lot 3a	Barnet Group	£169,580
Lot 3b	Barnardos	£168,911
Lot 3c	Barnet Group	£419,710
Lot 4a	BPSLA	£305,529
Lot 4b	Fairplay	£67,964
Lot 4c	Fairplay	£49,954
Lot 5	Barnet Carers	£321,967
Lot 6	Homestart	£43,668
Lot 7	CommUNITY Barnet	£107,810
Lot 8	CommUNITY Barnet	£35,655
Lot 9	Homestart	£439,335
Total		£2,547,095

6.3 Performance, Value for Money and Sustainability

- 6.3.1 All prospective providers were asked to identify how their organisation would demonstrate value for money. The Invitation to Tender detailed that evaluation would be based on the most economically advantageous tender. Given the specialist nature of the services, quality criteria was set at 70% and Price set lower at 30%.
- 6.3.2 Providers will be expected to submit quarterly performance reports, in addition to mid-term and end of contract evaluations reports, to be agreed with the council at the start of the contract. Performance will be used to confirm quarterly payments. In the event of underperformance, providers will be required to attend additional review meetings and will be monitored for a period of three months. If underperformance continues after the three month period, funding clawback will apply and money will be reinvested into other services in the council.

6.4 Staffing, ICT and Property

- 6.4.1 TUPE information was set out in the tender pack for prospective providers. There are no TUPE implications for any organisations for which contracts awards are sought.
- 6.4.2 As part of the quality evaluation, organisations were required to provide evidence of their policies and procedures related to safeguarding and child protection. This embraced the recruitment, training and management of staff, processes for identifying, reporting and managing concerns about families.
- 6.4.3 There are no ICT or property implications for the council.

7. LEGAL ISSUES

- 7.1 For the purposes of European procurement rules, the Early Intervention and Prevention Service contracts fall within Category B of Schedule 3 to the Public Contracts Regulations 2006 (as amended). Procurements of Category B services do not have to follow the full European procurement regime. However, as indicated under section 6 above, a competitive tender process was carried out using the European 'open procedure' and this will have ensured compliance with the, relevant, Treaty principles.
- 7.2 All new providers will be required to enter into an agreement/contract with the Council specifying the term and conditions for provision of the services.

8. CONSTITUTIONAL POWERS

- 8.1 The Council's constitution in Part 3, Responsibility for Functions, paragraph 3.6 states the terms of reference of the Cabinet Resources Committee.
- 8.2 Paragraph 7.3 of the Council's Contract Procedure Rules sets out the authorisation and acceptance procedures, arrangements for authorisation before quotations or tenders for supplies, services or works may be sought and for the subsequent acceptance of tenders or other purchase arrangements.
- 8.2 Paragraph 7 7-3 of the Contract Procedure Rule provides the threshold for authorisation and acceptance of contracts. In the case of the proposed award of contracts specified in

this report, authorisation and acceptance by the Cabinet Committee is required in view of the expected value of some of the contracts.

9. BACKGROUND INFORMATION

- 9.1 According to Census 2011, there are currently 90,464 children and young people aged 0 to 19 in Barnet, making up just over a quarter of Barnet's population. Barnet is the second most populous borough in London. Barnet is a linguistically diverse borough, with around 140 languages spoken by pupils in our schools. While Barnet as a whole is generally affluent, there are pockets of deprivation scattered throughout the borough.
- 9.2 A key theme which underpins the work of the Children's Service is early intervention and prevention. The Early Intervention and Prevention (EIP) Team's core values support early intervention and prevention services for children and young people. Taking a preventative approach, ensuring that children and young people are able to reach their potential, and intervening early to strengthen families is the best way of making a long term impact on outcomes.
- 9.3 The EIP team is seeking a number of external service providers for the provision of successful and cost-effective evidenced based early intervention and prevention services. The services are for families, children and young people aged 0-19 year olds and up to 25 year olds with disabilities. The services for consideration will contribute towards the priorities of:
- Barnet Children and Young People Plan 2013/14 – 2015/16
 - Barnet's Corporate Plan 2013/14 – 2015/16
- 9.4 There are a number of different services required and in order to meet the key priorities the tender was divided into thirteen lots.

Lot	Service required	Total budget
1	Supporting parents of disabled children and young people	£126,806
2	Promoting activities for disabled children and young people	£340,478
3a	Young people intervention: peer-to-peer role model scheme	£172,014
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6	Services for families experiencing domestic violence	£43,668
7	Parenting programmes for hard to reach communities	£107,861
8	Support to targeted communities	£35,690
9	Community Coaching service for vulnerable families	£440,000

- 9.5 All contracts will be awarded for a 33 month term with an annual break clause exercisable by the local authority. For the contract duration, contracts will be regularly monitored to ensure that they meet the specified outcomes and represent value for

money. In the event of underperformance, providers will be required to attend additional review meetings and addition monitoring will be undertaken.

10. LIST OF BACKGROUND PAPERS

10.1 None

Cleared by Finance (Officer's initials)	MC/JH
Cleared by Legal (Officer's initials)	SS