

LONDON BOROUGH OF CROYDON

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STATEMENT OF EXECUTIVE DECISIONS MADE BY THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND LEARNING ON 30 JUNE 2016

This statement is produced in accordance with Regulation 13 of the Local Authorities (Executive Arrangements) Meetings and Access to Information) (England) Regulations 2012.

The following apply to the decisions listed below:

Reasons for these decisions: are contained in the **attached** Part A report

Other options considered and rejected: are contained in the **attached** Part A report

Details of conflicts of Interest declared by the Cabinet Member: none

Note of dispensation granted by the head of paid service in relation to a declared conflict of interest by that Member: none

The Leader of the Council has delegated to the Cabinet Member the power to make the executive decisions set out below:

CABINET MEMBER'S DECISION REFERENCE NO. 34/16/CYPL

Decision title: Best Start Programme – Community, Parenting Aspirations and Parenting Skills

Having carefully read and considered the Part A and B reports and the requirements of the Council's public sector equality duty in relation to the issues detailed in the body of the reports, the Cabinet Member for Children, Young People and Learning in consultation with the Cabinet Member for Finance and Treasury

RESOLVED to:

- 1.1 Approve the award of contracts for Community, Parenting Aspirations and Parenting Skills services to the contractors listed in the associated Part B report for a term of two years with the option to extend for a further year subject to satisfactory performance and need, for a total value of £1,100,000.
- 1.2 Note that the name of the successful contractors will be released once the contract awards are agreed and implemented.

Date: 8 July 2016

For General Release

REPORT TO:	Cabinet Member for Children, Young People and Learning
AGENDA ITEM:	background document to item 15.1 – Cabinet meeting 20.06.16
SUBJECT:	Best Start Programme – Community, Parenting Aspirations and Parenting Skills
LEAD OFFICER:	Paul Greenhalgh Executive Director of People
CABINET MEMBER:	Councillor Flemming: Children, Young People and Learning and Councillor Simon Hall: Cabinet Member for Finance and Treasury
WARDS:	ALL

CORPORATE PRIORITY/POLICY CONTEXT

This report supports the implementation of one element (Community, Parenting Aspirations and Parenting Skills) of the Best Start for the Children in Our Borough policy paper approved by Cabinet on the 15 December 2014 (Min.A112/14) relating to the Best Start service delivery model and design principles.

Under delegation from the Leader of the Council (14.9.2015), the Cabinet Member for Children, Young People and Learning, in consultation with the Cabinet Member for Finance & Treasury approved the recommendations for the implementation of Phase 1 of the Best Start Programme (2016-18). This included the proposal to undertake an open tender to commission an innovative community programme of peer support built on the ‘Asset Based Community Development’ (ABCD approach).

To ensure that young children get the best start in life, Croydon’s Best Start model aims to bring together key services including health visiting, children’s centres, early years and the voluntary sector into an integrated service model by 2018.

The Best Start programme enables the Council to meet key aspirations included in the Community Strategy 2013-18: to deliver better prevention and early intervention for people who are vulnerable (Goal 2, Priority 2)

AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:

The recommendations in this award paper support the achievement of the administration’s ambition to protect the most vulnerable and to enhance the life chances of children and families.

FINANCIAL IMPACT:

The contracts for the Community, Parenting Aspiration and Parenting Skills programme is to be funded from the Councils General Fund

The aggregated value over the total potential lifetime of the contracts is £1,110,000 over 3 years.

Savings have already been identified against the Best Start Phase 1 commissioning programme, and therefore it is not anticipated that further savings would be realised until the integrated commissioning programme commences in 2018.

KEY DECISION REFERENCE NO.: 34/16/CYPL

The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Strategic Overview Committee by the requisite number of Councillors.

The Leader of the Council has delegated to the nominated Cabinet Member the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

- 1.1 The Cabinet Member for Children, Young People and Learning in consultation with the Cabinet Member for Finance and Treasury is recommended to approve the award of contracts for Community, Parenting Aspirations and Parenting Skills services to the contractors listed in the associated Part B report for a term of two years with the option to extend for a further year subject to satisfactory performance and need, for a total value of £1,100,000.
- 1.2 The Cabinet Member for Children, Young People and Learning is asked to note that the name of the successful contractors will be released once the contract awards are agreed and implemented.

2. EXECUTIVE SUMMARY

- 2.1 Under delegation from the Leader of the Council (14.9.2015), the Cabinet Member for Children, Young People and Learning, in consultation with the Cabinet Member for Finance & Treasury approved the recommendations for the implementation of Phase 1 of the Best Start Programme (2016-18). This implementation report included the procurement strategy for the provision of Best Start Community, Parenting Aspirations and Parenting Skills (the Service) to be delivered through contracts with multiple organisations for an initial period of 2 years with an option to extend for a further 1 year, subject to satisfactory performance and need. The maximum total contract value is £1,100,000 as stated in the tender advertisement (OJEU) notice.
- 2.2 This report details the procurement process and recommends the award of the contracts for Community, Parenting Aspirations and Parenting Skills to six contractors and/or consortiums listed in the associated Part B report. These bidders have submitted the most economically advantageous tender for the provision of the services. Further details are provided below; bidder identities are provided within the associated Part B report on this agenda. All consortium

members will need to enter into a Memorandum of Understanding prior to contract commencement. In the event that any key provider of any consortium changes throughout the life time of the contract, approval will need to be given by the Council.

2.3 It is intended that the contract commencement date be the 1st July 2016 for an initial period of 2 years with options to extend for a further 12 months subject to performance and need.

2.4 The content of this report has been endorsed by the Contracts and Commissioning Board.

CCB Approval Date	CCB ref. number

3. DETAIL

3.1 The Best Start for the Children in Our Borough policy paper was approved by Cabinet on the 15 December 2015 (Min,A112/14) relating to the Best Start service delivery model and design principles. The Community, Parenting Aspirations and Parenting Skills service is required to contribute to the delivery of the following shared Best Start outcomes and specifically those highlighted in bold:

- Children are prepared and ready for school
- Children are emotionally well
- Children are healthy and physically well
- Children are safe and protected from harm
- **Parents are self-reliant and have strong and supportive social networks**
- Parents are emotionally well
- Parents are healthy and physically well
- **Parents can access employment and training**
- Practitioners are confident and skilled and work together to deliver high quality and inclusive services

3.2 The Community, Parenting Aspirations and Parenting Skills service, is based on the model of realising social capital within communities by facilitating and supporting parents to become community builders, volunteers and parent champions. By building on existing community assets, it is hoped that this programme of community support will be able to support hard to reach mothers, fathers and carers who may have additional stress in their family life and would benefit from an informal peer led support network. Support programmes have been commissioned to meet localised need within the borough, and will provide a flexible approach across the lifetime of the contracts.

3.3 To maximise the community approach of this service, the service specification was split into the following LOTs to be more attractive to a larger pool of smaller organisations:

- LOT 1: community networking and co-design (£120k per year)
- LOT 2.1: home visiting service (£50k per year)
- LOT 2.2: parenting support programme (£50k per year)
- LOT 2.3: parent champions (£50k per year)
- LOT 2.4: support to families with speech and communication delay (£50k per year)
- LOT 3: pathways to employment (£50k per year)

Procurement Process

- 3.4 The procurement strategy which recommended an open procurement process, as approved through CCB on 11th June 2015 CCB1075/15-16, has been implemented.
- 3.5 Three market engagement events were held in the preceding months before the procurement tender was launched. These events outlined the Best Start Programme, outcomes to be achieved, and outlined the procurement process. Feedback from these events informed when the procurement process opened and how long the opportunity was open to the market for. In addition, strong feedback was received that the requirement for organisations to be limited to only bid for contracts within 35% or less of their annual turnover was in fact prohibitive of encouraging the third sector market to grow and as such the project team sought agreement from the Head of Resources and Head of Finance to remove this aspect of the financial appraisal process.
- 3.6 The OJEU contract notice was issued on the 8th January 2016. The contract notice highlighted that the Council was utilising the flexibility available to it by virtue of the Light Touch Regime and the bespoke tendering procedure set out as follows:
- Stage 1: Tender responses received from the market and evaluated for compliance, professional capacity, technical and professional ability by reference to a number of method statements and evaluation of the pricing schedule
 - Stage 2: Shortlisted tenderers who meet the minimum threshold for quality and where price is below the affordability level, to be invited to meet with representatives from the Council to discuss their initial tender submission
 - Stage 3: Shortlisted tenderers to submit Service Plans for evaluation by the Council. Weighted method statements (quality) and pricing schedule percentage scores added to the service plan (quality) percentage to produce the overall combined percentage score for the purposes of determining the most economically advantageous tender.
- 3.7 The tender opportunity was open on the London Tenders portal for 42 days and was viewed by 43 organisations. 15 organisations or consortiums submitted bids on time, of which 10 were shortlisted to stage 2 and 3 of the procurement process.
- 3.8 The tender evaluation was conducted against the criteria set out below:

Evaluation Method	Award Evaluation Criteria	Weighting
Method Statements (Quality)	Contribution to Best Start Outcomes	5%
	Social Value	2%
	Safeguarding	5%
	Quality Assurance	5%
	Partnership Governance	5%
	Premium Supplier Programme	2%
	Services and Activity	5%
	Service participants	5%
Total		34%
Service Plan (Quality)	Implementation	7%
	Measuring Impact	7%
	Partnership Working	5%
	Volunteering	7%
Total		26%
Pricing Matrix (Price)		40%

- 3.9 The MEAT evaluation criteria of 60% Quality and 40% Price was approved as part of the procurement strategy which was approved by CCB 11th June 2015 CCB1075/15-16.
- 3.10 The evaluation panel, made up of 5 members of the Early Intervention Family Support Service, scored each response using a 1-5 scale. This process was completed independently, and then moderated as a group to agree one score for each question, leading to the recommendations in this report.
- 3.11 Further details are contained within the associated Part B report.

4. CONSULTATION

- 4.1 The Best Start programme is built upon co-design and co-production principles and all relevant stakeholders, including parents, have been consulted as part of developing the new service model. The development of commissioning intentions and priorities were co-produced with a group of parents who are actively involved in Best Start commissioning activities.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 The costs associated with these contracts will be funded from the Councils General Fund as part of the overall budget assigned to the Best Start Programme with the aggregated value of £1,100,000 over the potential 3 year life of the contract.

1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast			
	2016/17	2017/18	2018/19	2019/20	
	£'000	£'000	£'000	£'000	
Revenue Budget available					
Expenditure	£ 277.500	370.000	370.000	92.500	
Income					
Effect of decision from report					
Expenditure	£ 277.500	370.000	370.000	92.500	
Income					
Remaining budget	0.00	0.00	0.00	0.00	
Capital Budget available					
Expenditure					
Effect of decision from report					
Expenditure					
Remaining budget					

2 The effect of the decision

This decision is part of the Best Start Phase 1 model, and the proposed contract awards is to be funded from 1 July 2016

3 Risks

There is a low risk that the contracted services do not contribute to the Best Start outcomes for the Borough. However this will be mitigated by robust performance and contract management which will be put in place for all six contracts and will be resourced by the Early Intervention and Family Support team. All learning from Best Start Phase 1 and feedback from co-design sessions and all programme evaluations from mothers, father and carers will inform the design of Best Start Phase 2.

4 Options

- Do nothing. Should this decision be taken, the Council would cease the commissioned programme of parenting and family support as the current programme comes to an end 30th June 2016. This would mean the community peer support element of the Best Start model would be missing and there would be a negative impact on the Best Start outcomes.

- Award the contracts to the list of 6 contracts as outlined in the associated Part B report, as part of the Best Start programme.

5 Future savings/efficiencies

Budgetary provision exists for this service. Best Start Phase 2 is due to be commissioned by April 2018. This may present an opportunity to realise future savings and efficiencies as part of the new integrated commissioning programme.

(Approved by: Maria Organ, Head of Finance)

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that the procurement process as detailed in this report complies with the requirements of the Council's Tenders and Contracts Regulations and that the proposed award of the Contract demonstrate Best Value under the Local Government Act 1999

(Approved by: Gabriel Macgregor Acting Council Solicitor & Acting Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 This report does not raise direct HR considerations for Croydon Council staff at the contracts are being awarded to third party providers. However, recommendations from this report may involve service provision changes which may invoke the effects of the Transfer of Undertakings (Protection of Employment) 2006 Legislation (amended 2014). Where the activities of the new service are "fundamentally not the same", TUPE may not apply, as provided for by the 2014 amendments to the Transfer of Undertakings (Protection of Employment) 2006 Legislation.

- 7.2 Where the Council is not the employer the application of TUPE, or otherwise, would be determined between the service providers. Nevertheless, this would remain a change of service provision for which the Council is the client; on that basis, the role of the Council would usually extend no further than facilitating the process

(Approved by: Debbie Calliste on behalf of the Director of Human Resources)

8. EQUALITIES IMPACT

- 8.1 A full equality impact analysis for the Best Start Service Model has been undertaken and indicates there are no significant impacts on any protected groups that would result in a change to the commissioning of the proposed services. It is anticipated that Best Start will improve the support available to all families, including those with protected characteristics.

- 8.2 It is anticipated that Best Start will advance equality of opportunity between people who belong to protected groups and those who do not. Best Start will refocus activities and services so that those parents, carers and families who most need support get help as early as possible.
- 8.3 A proactive parent engagement and involvement strategy is ensuring that families from protected groups are instrumental in helping to shape Best Start through a co-design process, leading to aspects of Best Start being co-produced and greater mutual support through local networks and strengthening community assets. Best Start will focus on addressing inequalities in health and education

9. ENVIRONMENTAL IMPACT

- 9.1 There are no adverse environmental impacts arising from this report

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no adverse crime and disorder considerations arising from this report

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Under delegation from the Leader of the Council (14.9.2015), the Cabinet Member for Children, Young People and Learning, in consultation with the Cabinet Member for Finance & Treasury approved the recommendations for the implementation of Phase 1 of the Best Start Programme (2016-18). This implementation report included the procurement strategy for the provision of Best Start Community, Parenting Aspirations and Parenting Skills (the Service) to be delivered through contracts with multiple organisations for an initial period of 2 years with an option to extend for a further 1 year, subject to satisfactory performance and need.

12. OPTIONS CONSIDERED AND REJECTED

Do nothing. Should this decision be taken, the Council would cease the commissioned programme of parenting support as the current programme comes to an end 30th June 2016. This would mean the community peer support element of the Best Start model would be missing and there would be a negative impact on the Best Start outcomes.

CONTACT OFFICER:

Name:	Denise Clements
Post title:	Best Start Transformation Manager
Telephone number:	47208

BACKGROUND DOCUMENTS: exempt

