

# REPORT FOR: **CABINET**

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<b>Date of Meeting:</b>	13 March 2013
<b>Subject:</b>	Harrow Mutual Support Network (HMSN)
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Paul Najsarek, Corporate Director of Community, Health and Wellbeing
<b>Portfolio Holder:</b>	Councillor Barry Macleod-Cullinane, Deputy Leader and Portfolio Holder for Adults and Housing
<b>Exempt:</b>	No, except for Appendix 1, which is exempt under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 Exempt (Part II)

## **Section 1 – Summary and Recommendations**

This report sets out the procurement process undertaken for the provision of the Harrow Mutual Support Network and seeks agreement on the outcome

### **Recommendation:**

1. That Cabinet notes this report and takes into account Appendix 1 in making a decision in respect of the delivery of a Harrow Mutual Support Network for the term of three years beginning on 1 April 2014 and ending

on 31 March 2017.

2. That Age UK Harrow is awarded the contract for delivery of this project as the lead provider, which will enter into subcontracts with other local voluntary sector organisations.

**Reason: (For recommendation)**

The Council made available the funding for this project in its Medium Term Financial Strategy.

In compliance with the Council's Standing Orders an open tendering procedure has been followed and, based on the results, a recommendation is made to award the contract to the most economically advantageous tender.

## **Section 2 – Report**

### **Introduction**

1. London Borough of Harrow agreed to seek an organisation to establish a model of support and opportunities for 2,000 vulnerable and older people (or their unpaid carers), given the working title of Harrow Mutual Support Network.
2. The principles are that this is a membership network (to create a shared sense of ownership) in which people access, share or purchase support and services with others who are paid or volunteer to give support. It takes an approach of valuing the skills and contributions everyone can make, regardless of whether they may also need support to stay well and independent.
3. The model has three main aims: -
  - i. Enable people to be socially connected to others with shared interests and people in their local areas, reducing isolation
  - ii. Assist people to stay independent through support with practical tasks
  - iii. Enable people to enjoy a sense of purpose from sharing skills and knowledge, contributing to the community.
4. The project was a Harrow Strategic Partnership initiative. £150k was allocated from the Local Area Agreement Reward Initiative Fund to enable the service to get started. In addition, the Council committed a further £300k to the development of this initiative from the Transformation and Priorities Initiatives Fund, in the *Final Revenue Budget and Medium Term Financial Strategy 2013-14 to 2016-17*,

agreed at Cabinet on 14 February 2013. The Network aims to be self-supporting and self-financing within 3 years after being established.

## **Options considered**

5. Harrow has developed this option over several years. The principles set out above were agreed by Harrow Strategic Partnership. The model to achieve this was then refined in the summer of 2013. The Council undertook market engagement with organisations operating similar models, and reviewed research, learning and consultations with people about the support want to give and to receive. The Council also undertook benchmarking and visited other areas to learn lessons from what they have done.
6. Bidders were expected to bring forward their intelligence and expertise in designing an effective approach to meet the specification requirements, and to engage with and draw on other community resources and support. This includes voluntary, public and private sector services, facilities and resources. It also allowed bidders to make connections with initiatives like the Neighbourhood Champions and the National Citizen Service programme for young people.
7. Due to the value of the contract and the nature of the service, a tendering exercise was used to select a provider. The option to conduct an open tendering exercise was used because this is an innovative service and the market is relatively limited.

## **Procurement Process**

8. The Council undertook a wide market engagement exercise prior to the commencement of the formal tender, to attract appropriate potential bidders and to gather intelligence about the most effective models to specify in the tender.
9. The Council followed a one-stage tender process, which was administered via the Council's procurement portal, Due North.
10. The evaluation criteria used was as follows:

Tenderers were requested to complete 3 question sections in a single ITT, which included Qualification, Technical and Commercial sections.

The Qualification section was evaluated on a Pass/Fail basis. Any tenderer that failed a qualification question would be eliminated from the process and their Technical and Commercial envelopes not be opened or evaluated.

The Technical and Commercial responses of qualified tenderers were then evaluated using the criteria set out below. After all scenarios and variations have been assessed, the tender with the highest score will be recommended for award of the contract.

Tenderers were required to give a presentation on their submission covering questions 1 to 8 on the Quality/Technical section.

The evaluation calculation was based on 100% of the points being awarded for Quality, Technical and Commercial assessments. Evaluation criteria and weighting is set out below.

<b>Evaluation criteria</b>	<b>Weighting</b>
<b>Quality / Technical / Commercial</b>	<b>90%</b>
1) How will you implement this project?	10
2) Who operates your model?	10
3) How will you respond to your customers?	15
4) What outcomes will your project achieve and how will you know?	10
5) How will you shape the groups and activities available to customers?	15
6) How will you ensure the Safeguarding of customers and others?	10
7) How will you use Council resources on this project?	10
8) How will you make this project sustainable?	10
<b>Sustainability</b>	<b>10%</b>
Sustainability action plan	10
<b>Total</b>	<b>100%</b>

11. Two bids were submitted and the results of the evaluation are shown in Appendix 1

## **Section 3 – Implications of the Recommendation**

### **Legal Implications**

12. Subject to Cabinet approval, the contract documentation will incorporate all legal requirements.
13. Age UK Harrow will be the lead contractor and have responsibility for the successful delivery of the network. They will sub-contract aspects of the network to a range of local partners including voluntary sector organisations.
14. This builds on the existing, successful delivery of services in partnership and consortia arrangements and the Council will support Age UK on setting the terms of the sub-contracts to ensure they are robust.

### **Financial Implications**

15. Funding is fixed at up to £450k over the life of the contract, initially at £150k per year, though this may be varied to enable effective set-up in Year 1 and tapering off in Year 3. Release of funding for year 2 and year 3 will be subject to achievement of the annual targets and project deliverables.

16. No further funding will be provided from the Council during the Self-Financing Period lasting up to three (3) years after the expiry of the Contract.
17. Funding in Year 1 will be drawn from the Local Area Agreement Reward Initiative Fund Harrow, with funding in years 2 and 3 drawn from the Transformation and Priorities Initiatives Fund, subject to contract performance.
18. No specific savings are linked to this project, but there is evidence that interventions such as these provide cost-avoidance to statutory services. A good overview of the wider field of the cost benefits of prevention is from the Early Action Task Force, available at <http://www.community-links.org/earlyaction/>. Specific work on the prevention from supporting people to remain at home living independently was undertaken by Cap Gemini, available at <https://www.gov.uk/government/publications/research-into-the-financial-benefits-of-the-supporting-people-programme-2009>

## **Performance and Outcome Issues**

19. The outcomes the project will seek to achieve are the creation of social capital, reduction of isolation, unlocking capability and aspiration of residents; allowing new skills to be developed, foster community spirit and promote positive changes to behaviour/lifestyle. It will support the independence and the mental and physical well-being of residents, particularly those who are older, have limiting health conditions or disabilities, or are unpaid carers.
20. Mutual Support Network members will be able to get to know more people who live near by and enjoy a calendar of activities that will cater for all sections of the communities in Harrow. Activities will include member get togethers and trips to places of interest. Members will be able to get extra help around the house and garden and maybe even learn to undertake basic DIY for themselves.
21. Members will, via a Freephone number, be able to call for advice on various issues and practical tasks such as how to Skype and will periodically be contacted to ensure that they are making the most of their membership.
22. Contract performance will be measured by indicators recording levels of activity and participation, questionnaires to gather self-reported outcomes and various approaches to measure the changes in people's use of statutory services. Independent evaluation from the University of Westminster has been secured by the recommended bidder.
23. The network will have 2,000 members by the end of its third year of operation, with 10% as specific 'peer support' volunteers. Annual targets to achieve this (of 660 members by the end of Year 1, and 1320 by the end of Year 2) will be monitored monthly.

## **Environmental Impact**

24. There are no significant environmental impacts arising from this proposal.

## **Risk Management Implications**

25. Two risks were identified during the planning of the project: -
- i. the service may not deliver on targets and so may not be self-sufficient by the end of three years
  - ii. there may be negative impacts upon local charities and organisations if they do not win the tender and face extra competition for resources
26. The first risk will be mitigated by close monitoring and support from the Council and other partners to achieve a successful, attractive service.
27. Subject to Cabinet approval, the second risk will be mitigated by the fact of the award being made to a number of local voluntary sector organisations, working in partnership as lead and sub-contractors to deliver the network.

## **Equalities implications**

28. An Equality Impact Assessment has been undertaken and not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.
29. The successful organisation will ensure that the HMSN is developed and then established with the participation of people reflecting the full diversity of London Borough of Harrow, as measured through demographic data from the network.

## **Priorities**

30. The project supports the following corporate priorities:
- § Fairer: Harrow is a place where our hard working residents can bring up their families knowing they will have fair access to opportunity.
31. The project specifically meets this priority through: -
- § looking after those who are more vulnerable
  - § helping those who want to work to find work, by extending skills and training opportunities
  - § improving the health and wellbeing, particularly mental health, for all residents
  - § helping people to live independently

### **Section 3 - Statutory Officer Clearance**

Name: Dawn Calvert  on behalf of the  
Chief Financial Officer

Date: 7 February 2014

Name: Sarah Inverary  on behalf of the  
Monitoring Officer

Date: 10 February 2014

### **Section 4 – Performance Officer Clearance**

Name: David Harrington  on behalf of the  
Divisional Director  
Strategic  
Commissioning

Date: 5 February 2014

### **Section 5 – Environmental Impact Officer Clearance**

Name: Venetia Reid-Baptiste  on behalf of the  
Corporate Director  
(Environment &  
Enterprise)

Date: 7 February 2014

### **Section 6 - Contact Details and Background Papers**

#### **Contact:**

Carol Yarde, Head of Transformation, Community Health & Well Being, tel: 0208 420 9660 email: [carol.yarde@harrow.gov.uk](mailto:carol.yarde@harrow.gov.uk)

**Background Papers:** None

**Call-In Waived by the  
Chairman of Overview  
and Scrutiny  
Committee**

**NOT APPLICABLE**

*[Call-in applies]*