

Executive Summary

- 9 Contracts let
- 29 Waivers approved
- Contract Performance - 31 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 9 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m	1				1
ABOVE £100K	1	2			3
BELOW £100k	4		1		5
Grand Total	6	2	1		9

The recommendations for the 11 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
CoCo	2	2			4
Devolved	4		1		5
Grand Total	6	2	1		9

- 4 contracts let were above £100k
Recommendations to proceed to contract

award were given by the ASC Contracts and Commissioning Board (CoCo).

- 5 contracts let were below £100k and classified as Devolved procurement activity. Recommendations to proceed to contract award are managed by the service.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 29 waivers were approved, which is an increase from the previous year where a total of 16 requests were approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Directly award contract – no competition	5		8	7	20
Non-compliant contract extension	1			8	9
Grand Total	6		8	15	29

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will not have been rated. So out of a total of 42 active contracts during this period this leaves 31 contracts for the purposes of this report.

Threshold	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m		6	9	15
ABOVE £100k		6	10	16
Grand Total		12	19	31

Of these 31 contracts over the £100k threshold

- 12 contracts rated as meeting expectations
- 19 contracts not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

¹The term 'contracts let' refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

Overview of Contracts Let 2017/18 A total of 11 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
01/04/2017	31/03/2018	Opening Doors London	LGBT Older People Befriending	Active	£5,000.00
01/04/2017	31/03/2018	The National Autistic Society	NAS ASSIST WCC (Asperger Support Signposting Information Service)	Active	£12,000.00
01/04/2017	31/03/2021	Medequip Assistive Technology Ltd	C858 - Integrated Equipment and Minor Adaptations Services	Active	£6,565,404.00
01/04/2017	31/03/2019	POhWER (The Advocacy Agency)	Independent Health Complaints Advocacy Service (IHCAS)	Active	£140,000.00
19/06/2017	18/06/2018	The Abbey Community Association	The Abbey Centre Mental Health Haven	Active	£69,345.00
19/06/2017	18/12/2017	SMART	Mental health day activities	Closed	£14,400.00
01/08/2017	01/08/2020	Carers Network	Carers' Hub – Advice, Information, Advocacy and Support Service in the City of Westminster	Active	£1,154,832.00
01/08/2017	31/07/2020	Carers Network	The provision of a borough based carers' hub services WCC	Active	£1,154,832.00
01/10/2017	20/01/2019	The Grace Eyre Foundation	Shared Lives WCC 15.5 months	Active	£24,699.00
Total					£9,140,512.00

Waivers Approved – A total of 29 waiver requests were approved.

Waiver requests - Directly award contract without competition (total of 20)
1. Abbey Centre - Wellbeing Haven
The direct award of this contract as recommended will ensure that customers with mental health needs will be able to access support and activities at the centre whilst the market for personal budgets matures. This interim service will eliminate the risks of any current gaps in provision for customers with high needs.
2. St Mary Abotts Rehabilitation and Training (SMART)
The direct award of this contract as recommended will ensure that customers with mental health needs from the former CNWL RSS MH Day service will be supported to transition to new personalised services and activities. The transition service will eliminate the risks of any current gaps in provision for customers with high needs.
3. The Westminster Society, Residential Block Contract for People with Learning Disabilities
4. The Westminster Society, Supported Housing - Learning Disabilities
5. Outlook Care, Alderney Street Supported Living Service
The three Contracts above were originally in scope of a three borough procurement strategy via competitive dialogue. The request for a direct award of these contracts is to allow time to develop a replacement strategy and procurement timetable following the decision to end the shared service arrangement with LBHF. The period of the contract term will be 30th June 2017 to 31st Jan 2018
6. Open Age - Health and Wellbeing Activity - Westbourne Park
7. Open Age - Health and Wellbeing Activity Hub - Churchill Hub
8. Open Age - Health and Wellbeing Activity Hub - Queens Park and Harrow Road
9. Open Age - Tele-befriending
10. Notting Hill Housing Trust - Health and Wellbeing Activity Hub - Penfold Hub
11. Octavia Housing - Outreach and Befriending Service
The request for a direct award of these 6 contracts is to enable service continuity whilst officers complete a strategic review of all secondary preventative services, which forms one part of an ASC departmental wide FDDM transformation programme, and continue negotiations with NHS colleagues to obtain continued buy-in into the service model and confirmation of budgets, post 31 March 2018. The outcome of which will inform future commissioning intentions and the development of a procurement strategy.
12. The Westminster Society, Short Breaks Service for People with Learning Disabilities
Contract was originally in scope of a three borough procurement strategy for Learning Disability services. A direct award will allow officers to conduct a comprehensive review of the service that will address ongoing documented issues with the physical environment at the Kingsbridge Rd site. Also to comply with the Care Act through the introduction of Individual Service Funds as part of the wider commissioning strategy and procurement plan for the council's flexible, accommodation-based care and support offer for residents with learning disabilities, currently under development for presentation to Cllr Acton in January 2018.
13. Water Babies Ltd,
To approve the award of a revenue earning concession contract to Water Babies Ltd. The estimated revenue to be received from the contractor over the two (2) years term of the contract will be the sum of £20,000 for rent and 10% share of the profits per annum. 1. Due to the hydrotherapy pool being co-located within the Dementia Services at the same premises, it was difficult to advise on the future of the hydrotherapy pool, until a review of the Dementia Services had been undertaken. The Day Care and Dementia Project Board are proposing to maintain a Dementia Service at 42 Westbourne (not to be disclosed) therefore a reasonable conclusion is for the hydrotherapy pool to continue operating.

Waiver requests - Directly award contract without competition (total of 20)
<p>2. Westminster City Council Corporate Property Service sold the adjacent plot of land which was the parking bays for the dementia day centre mini buses, and agreed for the construction of two town houses on the site. This has reduced access for Water Babies service users which have resulted in service users having to be escorted through the dementia day centre. Water Babies have had to employ an additional member of staff to undertake this function. Therefore the building works and access issues would make this an unattractive option for new providers.</p> <p>3. If the waiver is approved for the contract term from 5 November 2017 to 4 November 2019. It will allow sufficient time for private developers to complete building works currently being undertaken at the site by autumn 2019.</p>
14. Westminster Society for People with Learning Disabilities, Provision of accommodation-based flexible care and support to residents with a learning disability
15. Outlook Care, Provision of accommodation-based flexible care and support to residents with a learning disability
16. London Cyrenians, Provision of accommodation-based flexible care and support to residents with a learning disability
17. Westminster Society for People with Learning Disabilities, Provision of accommodation-based flexible care and support to residents with a learning disability
<p>Work to develop a Triborough commissioning strategy reflecting a new strategic direction responding to the Care Act 2014 began 18 months ago. However, with the announcement of the split of shared services in March 2017, progress was stalled while an appropriate shift in approach was agreed. Given the greater progress with market testing for the strategic direction in Hammersmith and Fulham, it was agreed that procurement could begin in that borough. Provisional agreement was secured in June 2017 to present in January 2018 a request for direct awards for the Biborough contracts, supported by a replacement strategy and procurement plan.</p> <p>In developing the procurement plan officers carefully conserved the timeframe required to undertake the necessary work. The key deciding factors are as follows:</p> <ul style="list-style-type: none"> • The local options for support and care in LD are limited and significant development is required in both the specialist and mainstream markets • While we need to go out to the market, to do so prior to market development activity would risk market failure. • The majority of posts within market shaping team within the new Biborough ASC structure are currently vacant leading to reduced capacity in the last quarter of 17/18, possibly into first quarter of 18/19. • The ISF pilot needs to be robust –requiring a period of transition while the appropriate systems and structure are put in place before the pilot begins. We will need to evaluate the pilot and ensure that any subsequent decommissioning of services (to move to full ISF) and/or service specifications developed for procurement are evidence based. • There is work to do with the integrated teams and with transition leads (for the 16-25yr age group) to ensure that the expectations of service users and their families are shaped by the principles of the Care Act 2014 (specifically greater independence, choice and control). • The joint LD review, sponsored by Stella Baillie for ASC and Sue Roostan (Deputy MD, H&F CCG) for the three CCGs, has led to plans for the redesign of the integrated LD team, which will have implications for capacity in the team for each borough.
18. City University 'My Home Life', Care home improvement programme
19. Ladder to the Moon, Care home improvement programme
<p>The 'My Home Life' programme of work delivered by City University has supported 1000 care home managers to date. Evaluation from participating managers shows that their approach is completely different from anything else that they have experienced. Following completion of the programme, managers say that they are demonstrating greater leadership and transformational skills leading to positive outcomes for residents, relatives and staff and a greater understanding of how their own management style can enable culture change in relation to voice, choice, and control for their residents.</p> <p>Ladder to the Moon is a company focused on delivering creativity and innovation in care settings. They have a track record of delivery in care homes and many other care settings in organisations across London and South East of England and have been formally recognised by the CQC in their “Guide to achieving Good and Outstanding” as being a contributory factor in providers achieving these Ratings at inspection. The work programme is delivered with participation of residents working with all staff working in the care home, not only care delivery</p>

Waiver requests - Directly award contract without competition (total of 20)
<p>staff, to ensure that there is buy in and transformation of the culture throughout the home environment. Outside of the above two organisations, there are very few recognised care improvement agencies or organisations with a track record of delivery.</p> <p>Care home improvement is one of the four strategic priorities agreed for 2017-18 by the Joint Executive Team (Board consisting of Directors of Adult Social Care from the Tri Borough and Managing Directors of the three Clinical Commissioning Groups) A care home improvement programme has been agreed by JET and is a part of the integrated Better Care Fund (BCF). The recommendation to directly award these contracts rather than complete a tender process is directly informed by sub regional market intelligence from our NHS partners, that having recently completed a tender process across NW London for a care home leadership programme only resulted in one bid from My Home Life (City University). The final proposal is the forth iteration and has been the subject of cost negotiations with Ladder to the Moon and My Home Life to maximise value for money.</p>
20. Sodexo Ltd, Community Meals
Directly award this contract to Sodexo Ltd as there are no further extension provisions to the current framework arrangements.
Waiver requests Non-Compliant Contract Extension (Total of 9)
1. Central and North West London NHS Foundation Trust (CNWL), Recovery Support Service
Extending the RSS contract as recommended will ensure that customers with mental health support needs will have continuity of service whilst the establishment of new arrangements are completed. Continued funding of the RSS until 31st May 2017 will eliminate the risks of any current gaps in provision for customers with high needs
(2. to 7.) The Advocacy Project (TAP): Six Contracts in total
Provision of Advocate for Mental Health // Advocacy Plus service IMHA and Care Act // Professional Advocacy Services LD. Care Act // Self Advocacy LD // Self Advocacy Duel Diagnosis // Self Advocacy OP
8. Pohwer - Professional Advocacy Services LD. Care Act // Provision of Independent Mental Capacity Advocate (IMCA) Services
The direct award of these contracts will ensure continuity of service and stability while further work is undertaken to complete a strategic review. Service reviews have been affected by the end of shared service arrangements with Hammersmith and Fulham, CCG decision making regarding further commitment to some services and changes to requirements within the advocacy market. It also ensures the Local Authority is compliant with the Care Act 2014 during this time. Targeted intervention is required to support development of advocacy providers and engage the market in meeting the increasing demands, as well as establish a coproduction approach to commissioning advocacy services. The outcome will inform the procurement plan and lead to new contracts being in place from 1 July 2019.
9. Pohwer - Provision of Independent Mental Capacity Advocate (IMCA) Services
The IMCA service is a statutory service which safeguards the rights of people to be listened to when they lack the mental capacity to make decisions themselves. The Mental Capacity Act 2005 makes it a legal requirement that an advocate is appointed by a local authority to act for these people when a serious decision is being made about the care they are receiving. Therefore the direct award is needed to meet the statutory requirement for an IMCA service in Westminster. Westminster is the lead borough for this 5 borough service (inclusive of Westminster) and contracts directly with the IMCA provider PohWER. 4 other boroughs contract directly with Westminster, therefore other boroughs including K&C also require this service to meet their statutory requirement for an IMCA service. This multi-borough contract was originally awarded to PohWER in 2011 for 4 years, with a 3 year option to extend to March 2018. The direct award of a contract will ensure continuity of service and stability while further work is undertaken to complete a strategic review and procurement of a number of advocacy services within Bi-borough-the new contract/s are planned to start on 01/07/2019. The startegic review has been affected by the end of shared service arrangements with Hammersmith and Fulham, CCG decision making regarding further committment to some of these services and changes to requirements within the advocacy market , following implementation of the Care Act 2014. PohWER have delivered a good quality service to date and there are no performance issues.

Contract Performance – of contracts valued at £1.5m or more

6 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
08/06/1994	06/06/2027	Anchor Trust	Residential Care- Norton House	£28,072,305
07/08/2000	28/06/2018	Yarrow Housng Ltd	Elmfield Way Residential Care Service	£12,050,000
01/04/2008	30/06/2019	The Advocacy Project	Advocate for MH including IMHA	£1,795,290
08/02/2010	31/05/2019	Octavia	C357 - Leonora House, Lanark Road Extra Care Housing Scheme For Older People And People With Learning Disabilities	£4,628,271
01/04/2011	30/06/2019	POhWER (The Advocacy Agency)	Independent Mental Capacity Advocate (IMCA) Service (Joint Procured with 8 London Boroughs)	£3,516,975
24/08/2015	23/08/2023	Sanctuary Housing Association	SHSOP - Contract	£13,609,936

9 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
18/08/1999	17/08/2023	Care UK Homecare Limited	Nursing and Res Care Forrester Court	£56,722,425
21/04/2015	21/04/2019	Healthcare & Transport Services (HATS) Group	Passenger Transport	£3,898,091
01/11/2015	30/10/2020	London Care LTD	Provision of Home Care Services - London Care Ltd	£11,900,000
01/11/2015	30/10/2020	Sage Care Ltd	Provision of Home Care Services - Sage Care Ltd	£13,000,000
01/11/2015	30/10/2020	Vincentian Care Plus	Provision of Home Care Services for Westminster - Vincentians	£14,700,000
26/01/2016	25/01/2021	Sage Care Ltd	Home Care Services - Contract Area 7	£11,700,000
01/06/2016	31/12/2018	Central London Community Healthcare NHS Trust	WCC LD Services (Staffing) under s75 Agreement	£1,643,370
26/09/2016	30/10/2020	HEALTHVISION	Provision of Home Care Services - Healthvision	£11,900,000
01/04/2017	31/03/2021	Medequip Assistive Technology Ltd	C858 - Integrated Equipment and Minor Adaptations Services	£6,565,404

Contract Performance – of contracts valued at £100k or more but less than £1.5m

6 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
30/06/2019	prj_WCC_711	The Advocacy Project	Advocacy Service for OP	£1,496,167
30/06/2019	prj_WCC_709	The Advocacy Project	Group Advocacy, Partnership Board and Consultation Worker	£482,408
30/06/2019	prj_WCC_713	The Advocacy Project	LD Professional Advocacy Service	£342,580
31/03/2019	prj_WCC_699	Octavia Housing	Outreach and befriending service	£990,533
31/03/2019	prj_WCC_699	Notting Hill Housing Trust	Penfold Street Hub	£683,867
31/03/2019	prj_WCC_699	Open Age	Queen's Park and Harrow Rd hub	£726,363

10 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/08/2011	31/03/2019	Open Age	Churchill Hub	£726,363
01/08/2011	31/03/2019	Open Age	Westbourne Hub	£726,363
01/08/2015	31/07/2018	Bishop Creighton House	Keep Active	£152,000
01/10/2015	30/09/2020	Ezitracker Ltd	Home Care Management System	£100,000
12/01/2017	02/01/2019	DA LANGUAGES LIMITED	Language Services- Westminster	£153,342
01/03/2017	31/05/2019	Notting Hill Housing Trust	C186 - Penfold Street Extra Care Facility - Care for Older People with Dementia	£1,155,090
01/04/2017	31/03/2019	POhWER (The Advocacy Agency)	Independent Health Complaints Advocacy Service (IHCAS)	£140,000
01/08/2017	01/03/2019	Octavia Housing	Additional Outreach and Befriending	£383,333
01/08/2017	01/08/2020	Carers Network	Carers' Hub – Advice, Information, Advocacy and Support Service in the City of Westminster	£1,154,832
01/08/2017	31/07/2020	Carers Network	The provision of a borough based carers' hub services WCC	£1,154,832