

## Executive Summary

- 6 Contracts let
- 6 Waivers approved
- Contract Performance - 20 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 6 contracts let<sup>1</sup> for Corporate Services during the 2017/18 period.

| Threshold          | Q1       | Q2       | Q3 | Q4 | Total    |
|--------------------|----------|----------|----|----|----------|
| ABOVE £1.5m        | 3        |          |    |    | 3        |
| ABOVE £100K        |          | 1        |    |    | 1        |
| BELOW £100k        |          | 2        |    |    | 2        |
| <b>Grand Total</b> | <b>3</b> | <b>3</b> |    |    | <b>6</b> |

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

| Recommendation     | Q1       | Q2       | Q3 | Q4 | Total    |
|--------------------|----------|----------|----|----|----------|
| PAB                | 3        | 1        |    |    | 4        |
| Devolved           |          | 2        |    |    | 2        |
| <b>Grand Total</b> | <b>3</b> | <b>3</b> |    |    | <b>6</b> |

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

award were given by the Procurement Assurance Board (PAB).

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

2 Contract extensions were approved, in quarters 3 and 4.

### Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 6 waivers were approved, which is comparable to the previous year where a total of 5 requests were approved.

| Waivers by type                  | Q1       | Q2       | Q3 | Q4       | Total    |
|----------------------------------|----------|----------|----|----------|----------|
| Change to evaluation criteria    | 1        | 1        |    |          | 2        |
| Non-compliant contract extension | 1        |          |    | 3        | 4        |
| <b>Grand Total</b>               | <b>2</b> | <b>1</b> |    | <b>3</b> | <b>6</b> |

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

### 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 23 active contracts during this period this leaves 20 contracts for the purposes of this report.

| Threshold          | Above Expectations | Below Expectations | Meets Expectations | Not Evaluated | Total     |
|--------------------|--------------------|--------------------|--------------------|---------------|-----------|
| ABOVE £1.5m        |                    | 1                  | 1                  | 6             | 8         |
| ABOVE £100k        | 1                  |                    | 4                  | 7             | 12        |
| <b>Grand Total</b> | <b>1</b>           | <b>1</b>           | <b>5</b>           | <b>13</b>     | <b>20</b> |

Of these 20 contracts over the £100k threshold

- 1 contract is rated as below expectations
- 5 contracts rated as meeting expectations
- 13 contracts have not been performance rated

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

<sup>1</sup>The 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.

**Overview of Contracts Let 2017/18** A total of 6 contracts were let during the 2017/18 period

| Start Date   | End Date   | Suppliers  | Contract Title   | Contract status | Contract Value       |
|--------------|------------|--|--|-----------------|----------------------|
| 01/04/2017   | 31/03/2020 | Central and North West London NHS Foundation Trust | Lot 2 - Screening and Contraception in the Community WCC   | Active          | £2,173,000.00        |
| 01/04/2017   | 31/03/2020 | Turning Point                                      | Lot 1 Sexual Health Promotion and Psychosocial Support WCC | Active          | £1,975,735.59        |
| 01/04/2017   | 31/03/2020 | Central and North West London NHS Foundation Trust | WCC School Health Service                                  | Active          | £4,509,391.97        |
| 01/07/2017   | 30/05/2021 | Paddington Development Trust                       | Westminster Maternity Champions Contract                   | Active          | £240,000.00          |
| 07/08/2017   | 30/04/2018 | Healthy Dialogues Ltd                              | Pharmaceutical Needs Assessment 2018                       | Active          | £70,600.00           |
| 01/09/2017   | 31/08/2021 | RBE Associates Ltd                                 | Champions Training Procurement Contract                    | Active          | £59,880.00           |
| <b>Total</b> |            |  |  |                 | <b>£9,028,607.56</b> |

**Overview of Contract Extensions 2017/18** A total of 2 contracts were extended during the 2017/18 period

| Start Date | End Date   | Suppliers                            | Contract Title  | Contract Status | Contract Value |
|------------|------------|--------------------------------------|---|-----------------|----------------|
| 01/04/2016 | 31/03/2019 | Turning Point                        | Lot 1 WCC Substance Misuse Treatment Service  | Active          | £0.00          |
| 01/04/2014 | 31/08/2018 | Health Education Partnership Limited | Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot | Active          | £110,500,000   |

**Waivers Approved** – A total of 6 waiver requests were approved.

| <b>Waiver requests Non-Compliant Contract Extension (Total of 4)</b>   |
|--|
| <p><b>1. Central London Community Healthcare NHS Trust (CLCH) - Health Visiting and School Nursing services WCC</b></p> <p>It is proposed that this award is made to ensure service continuity and alignment of these services with the redesign of 0-19 services in Westminster. 1.4 Westminster City Council have already started to implement proposals to develop a series of new Family Hubs that will improve access to preventative services (both universal and targeted). The services provided from these hubs will support families to access appropriate support early, before problems escalate and to understand and make effective changes to their behaviour that ultimately improve their health and wellbeing</p>  |
| <p><b>2. Action for Children - Standing Tall (Domestic Violence Prevention in Schools).</b></p> <p>The Standing Tall contract is scheduled to end mid-way through an academic year which will be detrimental to the relationships with clients and the service as a whole. The proposed extension period will ensure continuity of this school based service up to the end of the current academic year.</p> <p>The intension going forward will be to incorporate the Standing Tall service into the contract for Healthy Schools (HS) and Healthy Early Years (HEY) which is due to expire on 31st August 2018. The procurement is scheduled to commence in Spring 2018 with a contract start date of 1st September 2018. This 5 month direct award allows for the Standing Tall services and the HS and HEY service to be included within the same procurement/contract leading to contract management efficiencies and potential cost savings.</p>   |
| <p><b>3. Opportunity for All - Mental Health Promotion</b></p> <p>The current supplier Opportunity for All provides a specialist mental health promotion service among BAME communities and other at risk groups within WCC, in partnership with Improving Access to Psychological Therapies, commissioned by the local CCG's. In light of the Mental Health Strategy and NHS England's five year forward view for mental health, Public Health are looking to align the service with wider Mental Health services. The waiver will allow for sufficient time to complete a service review which is needed to identify if the existing service arrangements fully meet customer needs and also to identify gaps in the service and carry out a procurement. The recent PH restructure has also contributed to the delays in the service review.</p>  |
| <p><b>4. Campaign Against Living Miserably (CALM) - Suicide Prevention</b></p> <p>The current supplier Campaign Against Living Miserably (CALM) a national specialist mental health promotion service targeting men of all ages at risk of suicide. The service provides a helpline, texting number for London, web chat and website combined with social marketing techniques to raise awareness of depression in men by working alongside music, sport and media industries to encourage men to be able to be more open and seek support when needed. NHS England's Five year forward view for mental health sets a target to reduce suicides by 10% nationally by 2020 with an implementation plan published in July 2016. In January 2017, the government launched its refreshed suicide prevention strategy. As an indication of the importance of this area of work and acknowledgement of the fact that those bereaved by suicide are 65% more likely to attempt to take their own lives. The recent PH restructure has also contributed to the delays in the completed of the service review. The 6 months extension will allow for a procurement to be carried out.</p> |
| <b>Waiver requests Change to evaluation criteria (Total of 2)</b>  |
| <p><b>1. Pharmaceutical Needs Assessment (PNA) (supplier tbc)</b></p> <p>The Health and Wellbeing Boards have a statutory requirement to produce and publish a PNA every 3 years. PNAs are a statement of the needs for pharmaceutical services of the population in a defined geographical area, and are primarily an important tool in market entry decisions made by NHS England. Applications to the NHS Pharmaceutical List can be keenly contested by applicants and existing contractors and therefore the local PNA needs to be extremely robust. A precise service specification for this RFQ has been developed, however there is a risk that a weighting of 60% Price will enable bidders to adopt a bidding strategy that gives too great a focus on offering the lowest price at the expense of quality. Adjusting the Price:Quality ratio to 60:40 will ensure delivery of a robust PNA that fulfils the requirements of the Health and Wellbeing Board and maximises resources. The range for RFQ has been capped between £70-90K, which will ensure the cost is within this commercial envelope.</p>   |

**Waiver requests Change to evaluation criteria (Total of 2)****2. Integrated Healthy Lifestyles Services (supplier tbc)**

That the Procurement Assurance Board recommends the Chief Procurement Officer approve a waiver under section 3.10.1 of the WCC procurement code in order to evaluate both tenders based on a weighting split of 60% Quality and 40% Price. This is a waiver from the 40% Quality and 60% Price. There is a risk that a weighting of 60% Price will force all bidders to adopt a bidding strategy that gives too great a focus on offering the lowest price. Such a strategy is likely to come at the expense of quality which is highly important given the nature and impact of these services to users. This weighting is justified for the following reasons:

- Information and feedback obtained at the market engagement stage has proved that a 60% Price and 40% Quality approach in line with WCC procurement code poses a risk that quality will be sacrificed.
- Other public sector organisations used the following weighting split for an Integrated Healthy Lifestyles Service:
  - Gloucestershire County Council used 60% Quality and 40%
  - Sutton County Council used 90% Quality and 10% Price
  - Islington Council and Camden Council under a shared Public Health service used 60% Quality and 40% Price
  - Sefton Council used 70% Quality and 30% Price
- In previous price simulations using the 60% Price and 40% Quality, the supplier scoring very low on a number of quality questions could win the contract. It will also send a wrong message to the market as the suppliers will prioritise price over quality which will be reflected in their submissions.
- The weighting split of 60% Quality and 40% Price has been approved in both LBHF and RBKC, therefore deterring from this weighting split would prevent a Bi-Borough procurement taking place and necessitate a third procurement for WCC only.

Research into the provider market has shown that there are a number of providers operating in this field, many of whom have seen success. We will have a clear understanding of appetite from provider organisations from the market engagement work and will account for this in our approach to the tender. Ensuring award criteria of 60% quality will further support us in awarding to providers who will provide a high level of quality and innovation.

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

| <b>1 contracts rated as 'Meets Expectations'</b> |                   |               |   |                |
|--|-------------------|---------------|---|----------------|
| Contract Start date                              | Contract End Date | Supplier Name | Contract Title  | Contract Value |
| 01/01/2014                                       | 31/12/2018        | Thrive Tribe  | Contract for the provision of stop smoking (quits and prevention) service | £2,003,770     |

| <b>6 contracts 'Not Evaluated'</b> |                   |  |   |                |
|------------------------------------|-------------------|--|---|----------------|
| Contract Start date                | Contract End Date | Supplier Name                                      | Contract Title  | Contract Value |
| 01/04/2017                         | 31/03/2020        | Turning Point                                      | Lot 1 Sexual Health Promotion and Psychosocial Support WCC    | £1,975,735     |
| 01/04/2016                         | 31/03/2019        | Turning Point                                      | Lot 1 WCC Substance Misuse Treatment Service                  | £7,602,404     |
| 01/04/2017                         | 31/03/2020        | Central and North West London NHS Foundation Trust | Lot 2 - Screening and Contraception in the Community WCC      | £2,173,000     |
| 01/04/2016                         | 31/03/2019        | change, grow, live (CGL)                           | Lot 2 - WCC Alcohol Specific Treatment Interventions Services | £3,362,471     |
| 01/04/2014                         | 31/12/2018        | Central London Community Healthcare NHS Trust      | The Provision of a Health Improvement Team Service            | £2,208,826     |
| 01/04/2017                         | 31/03/2020        | Central and North West London NHS Foundation Trust | WCC School Health Service                                     | £4,509,391     |

| <b>1 contract rated as 'Below Expectations'</b> |                   |   |   |                |
|---|-------------------|---|---|----------------|
| Contract Start date                             | Contract End Date | Supplier Name                                 | Contract Title                                    | Contract Value |
| 01/10/2015                                      | 30/09/2019        | Central London Community Healthcare NHS Trust | Contract for the Provision of PH 0-5 and FNP -WCC | £12,752,356    |

This contract is still performing 'below expectations' we are working with the supplier to improve performance. An action plan is now in place and reviewed at fortnightly meetings and it has also been escalated internally. Some improvement has been made and we anticipate that the majority of improvements will be completed by the end of June.

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

| <b>1 contracts rated as 'Above Expectations'</b> |                          |                              |  |                       |
|--|--------------------------|------------------------------|--|-----------------------|
| <b>Contract Start date</b>                       | <b>Contract End Date</b> | <b>Supplier Name</b>         | <b>Contract Title</b>  | <b>Contract Value</b> |
| 01/04/2014                                       | 31/03/2019               | Paddington Development Trust | Contract for the provision of a community Champions Project.Mozart Est | £250,000              |

| <b>4 contracts rated as 'Meets Expectations'</b> |                          |                                      |   |                       |
|--|--------------------------|--------------------------------------|---|-----------------------|
| <b>Contract Start date</b>                       | <b>Contract End Date</b> | <b>Supplier Name</b>                 | <b>Contract Title</b>   | <b>Contract Value</b> |
| 01/04/2014                                       | 31/03/2019               | Paddington Development Trust         | Contract for the Provision of A Community Champions Project. Church St Ward           | £255,000              |
| 01/04/2014                                       | 30/09/2018               | A2Dominion                           | Contract for the provision of Advice Plus   | £188,000              |
| 01/04/2014                                       | 31/08/2018               | Health Education Partnership Limited | Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot | £220,448              |
| 01/08/2015                                       | 31/07/2018               | Mytime Active                        | Lot 1 Planning, Policy and Workforce Development - WCC                                | £599,517              |

| <b>7 contracts 'Not Evaluated'</b> |                          |                                  |   |                       |
|------------------------------------|--------------------------|----------------------------------|---|-----------------------|
| <b>Contract Start date</b>         | <b>Contract End Date</b> | <b>Supplier Name</b>             | <b>Contract Title</b>   | <b>Contract Value</b> |
| 01/10/2015                         | 31/12/2018               | Thrive Tribe                     | Cardiac Disease Prevention Service WCC  | £1,365,325            |
| 01/04/2014                         | 31/08/2018               | Action for Children Services Ltd | Contract for the Provision of 'Standing Tall' domestic violence prevention- schools programme | £160,000              |
| 01/08/2015                         | 31/07/2018               | Mytime Active                    | Lot 2 Prevention and Weight Management Programme - WCC  | £1,486,505            |
| 01/07/2015                         | 30/06/2020               | The Abbey Community Association  | RFQ Community Champions Churchill Gardens/Tachbook  | £300,000              |
| 01/07/2015                         | 30/06/2020               | Westminster Artisans Ltd         | RFQ Community Champions Harrow Rd   | £225,000              |
| 01/07/2015                         | 30/06/2020               | Paddington Development Trust     | RFQ Community Champions Westbourne Park   | £300,000              |
| 01/07/2017                         | 30/05/2021               | Paddington Development Trust     | Westminster Maternity Champions Contract  | £240,000              |