

**Report for:** Cabinet – 15<sup>th</sup> December 2015

**Item number:** 19

**Title:** Information, Advice and Guidance (IAG)

**Report authorised by :** Zina Etheridge, Deputy Chief Executive

**Lead Officers:** Charlotte Pomery, Assistant Director, Commissioning  
Sanjay Mackintosh – Head of Strategic Commissioning

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Report for Key Decision

## **1. Describe the issue under consideration**

- 1.1 This report details the outcome of an open tender process for the award of contracts to provide Information, Advice and Guidance (IAG) Services. New contracts will be awarded in 4 lots.
- 1.2 Effective IAG plays a vital role in prevention and early intervention and the reduction of health inequalities, as well as promoting self-help and empowerment, with a number of other benefits to residents of Haringey.
- 1.3 The service aims to contribute to the delivery of the Corporate Plan, Building a Stronger Haringey Together, and to support a borough where children, young people and adults can thrive and achieve, through a service delivery model based on easy access to effective information and advice. Importantly, the service will also build capacity in individuals, families and communities to access their own information, advice and guidance in the future where appropriate, using a range of channels and approaches. The service will be embedded in a number of wider initiatives including the Children’s Centre redesign, the transformation of adult social care and the Integrated Health Improvement (Wellness Service) in order to ensure a holistic response and outreach to those most in need of support.
- 1.4 The new service is scheduled to mobilise between January and March 2016, and commence full service delivery to the public on 1st April 2016.

## **2. Cabinet Member Introduction**

- 2.1 Part of delivering our vision of 'Building a Stronger Haringey Together' will be making sure residents have easy access to the right information, advice and guidance to help them in their everyday lives, via platforms that work for them.
- 2.2 The current IAG model is fragmented and financially unsustainable in the longer-term which, along with other local and national drivers, means transformation is essential. These drivers provide an important opportunity to build a new operating model which is both sustainable, and delivers better outcomes for everyone who lives, works or studies in Haringey.
- 2.3 The new IAG model will see services more widely available to residents and in all areas of the borough, and will utilise different platforms. This will help us comply with the Care Act 2014, and ensure people have access to information earlier on to help reduce reliance on other services.
- 2.4 As the preferred bidder, Haringey Citizen's Advice Bureau Ltd has demonstrated they meet the values and partnership-led approach the council needs from such a service, and I am confident that awarding them the contract will deliver a high-quality service fit for the future.

### **3. Recommendations**

- 3.1 That, in accordance with CSO 9.06.1(d), Cabinet approves the award of contracts covering all 4 lots for Information, Advice and Guidance (IAG) Services to Haringey Citizen's Advice Bureau.
- 3.2 That for each of the 4 lots, the contract is awarded for a period of three years for a total value of £2,364,000 with the option to extend for a further one year for an additional value of £788,000.

### **4. Reasons for decision**

- 4.1 The specification for the new IAG service has been significantly reshaped in order to ensure that it meets the Council's strategic objectives, fits with other resident focused services and strengthens individual and community capacity to access information, advice and guidance directly. This decision is important to ensure continuity of the delivery of information, advice and guidance, albeit through a redesigned service, in Haringey and to ensure compliance with statutory requirements placed on the Council.
- 4.2 The recommendations as outlined above in 3.1 and 3.2 are based on the provider who scored the highest on a most economically advantageous (MEAT) basis and therefore would offer the best value to the Council in terms of quality and price.

4.3 As a result of the procurement exercise, which was carried out in accordance with the Procurement Code of Practice, it is now recommended that the successful tenderer be awarded a contract as outlined in 3.1 – 3.2 in accordance with CSO 9.06.1(d).

## **5. Alternative options considered**

5.1 The option of extending the existing contract was not available as the existing contracts with three providers had previously been extended and Haringey's Corporate Plan 2015-18 required a broader service to be commissioned.

5.2 A further option of bringing the service back in-house was also considered. However, the voluntary and community sector in Haringey has a strong track record of successfully delivering information, advice and guidance in a number of local settings and remain best placed to deliver a service like this in future.

5.3 The option to 'do nothing' was explored and evaluated as not viable. This option would not have provided a suitable or sustainable platform on which to provide IAG in Haringey.

5.4 Three further suppliers were considered as part of the procurement process across all 4 lots. The scores for these bidders in relation to each lot are presented in this report (Section 6.11).

5.5 In addition to the above, failure to provide the interventions would have an adverse impact on delivery of the Corporate Plan and efficiency savings in the longer term.

## **6. Background information**

6.1 The previous contracts for IAG were delivered by 3 organisations, one specialised in providing IAG to Older People, the second in Legal Advice - representation/case work and the third in generic information and advice. Extensions to these contracts expire on 31<sup>st</sup> March 2016 after which the new contract will commence. The new service has been redesigned in order to improve access to the service for residents who live in all areas of Haringey; as well as to ensure that access points are up to date with localised information as much as possible. As a result of the above, the new service is planned to be more responsive to the needs of its local communities (North East, South East, Central and West Haringey).

6.2 The basis of the redesign was informed by a number of key drivers, which include the Corporate Plan 'Building a Stronger Haringey Together'; Medium Term Financial Strategy; Health and Care Integration Agenda (Better Care Fund); Care Act 2014 (Information 'key delay and prevention of dependence'); service user and provider feedback and continuous improvement. The primary

issue with the way the service was provided previously is most services were centralised meaning a significant proportion of residents had to travel to access the services. Secondly, through surveys residents have indicated that they want information and advice to be based on local solutions.

- 6.3 A key part of the commissioning process has been to benchmark the IAG service with other local authorities to ensure the service specification and price is fit for purpose and best value is achieved (see paragraph 6.10). Commissioners benchmarked with other local authority-commissioned IAG services, including the London Borough of Brent (up to £1m p.a.), Buckinghamshire County Council (up to £2.4m p.a.), and the London Borough of Waltham Forest (up to £2.4m p.a.). By placing local need and demand alongside this benchmarking, commissioners were able to develop a fit-for-purpose specification at a lower price range than comparator local authorities, thus achieving good value for money. More details on final pricing of bids can be found in paragraph 6.11.

#### Outcomes for the new service

- 6.4 The service will be delivering three key outcomes:
- **Delivery Delivery of IAG** - Haringey residents are able to access information, advice and guidance at the time they need it
  - **Building capacity** - having received information, advice and guidance from the provider, people feel equipped and knowledgeable to manage their needs better in future
  - **Quality of information** - the information, advice and guidance is of high quality and those accessing the service feel their issue or query has been handled well and resolved
- 6.5 The provider will collect data and information as evidence to support the achievement of these outcomes and the Council will use this to understand the impact of the service on Haringey communities.

#### Procurement Process

- 6.6 In July 2015, Haringey Council invited interested providers to tender for the provision of IAG across 4 lots.
- 6.7 The procurement process started with the placing of a contract notice in the Official Journal of the European Union (OJEU), on Haringey's website, and the CompeteFor portal. In addition the advert was circulated by the Haringey Association of Voluntary and Community Organisations (HAVCO) by email to its membership, approximately 900 contacts representing voluntary and community groups in the Borough.

- 6.8 The Invitation to Tender (ITT) and supporting documents were placed on Delta (the e-tendering portal) where, following a registration process, the potential tenderers could access the tender documents and submit their proposals electronically.
- 6.9 The closing date for submitting tenders was 25th September 2015 and by the deadline twelve (12) tenders were received across all 4 lots. Tenderers who submitted tender(s) are listed in Part B - Exempt Information of this report.
- 6.10 The tenders were evaluated using the Most Economical Advantageous Tender (MEAT), based on 30% price and 70% quality, as set out in the ITT documentation.
- 6.11 The tables below detail the outcome of the tender evaluations and respective scores of the tenders. (See also Part B - Exempt information).

#### Lot 1 – North West Haringey

Tenderers	Quality Scores (out of 700 points)	Price Scores (out of 300 points)	Total scores (out of 1000 points)	Contract price over 3 years	Contract price for 4 years
Haringey Citizen's Advice Bureau	613	270	888	£765,000.00	£1,020,000.00
Company B	450	270	720	£764,775.00	£1,019,700.00
Company C	569	276	845	£749,025.00	£997,957.00
Company D	325	300	625	£688,020.00	£913,740.00

#### Lot 2 – South East Haringey

Tenderers	Quality Scores (out of 700 points)	Price Scores (out of 300 points)	Total scores (out of 1000 points)	Contract price over 3 years	Contract price for 4 years
Haringey Citizen's Advice Bureau	613	294	907	£567,000.00	£756,000.00
Company B	450	293	743	£567,236.00	£756,322.00
Company C	569	300	869	£555,856.00	£739,599.00

### Lot 3 – Central Haringey

Tenderers	Quality Scores (out of 700 points)	Price Scores (out of 300 points)	Total scores (out of 1000 points)	Contract price over 3 years	Contract price for 4 years
Haringey Citizen's Advice Bureau	613	294	907	£501,000.00	£668,000.00
Company B	450	294	744	£500,912.00	£667,879.00
Company C	569	300	869	£490,537.00	£653,563.00

### Lot 4 – West Haringey

Tenderers	Quality Scores (out of 700 points)	Price Scores (out of 300 points)	Total scores (out of 1000 points)	Contract price over 3 years	Contract price for 4 years
Haringey Citizen's Advice Bureau	613	300	913	£531,000.00	£708,000.00
Company B	450	299	749	£531,115.00	£708,157.00

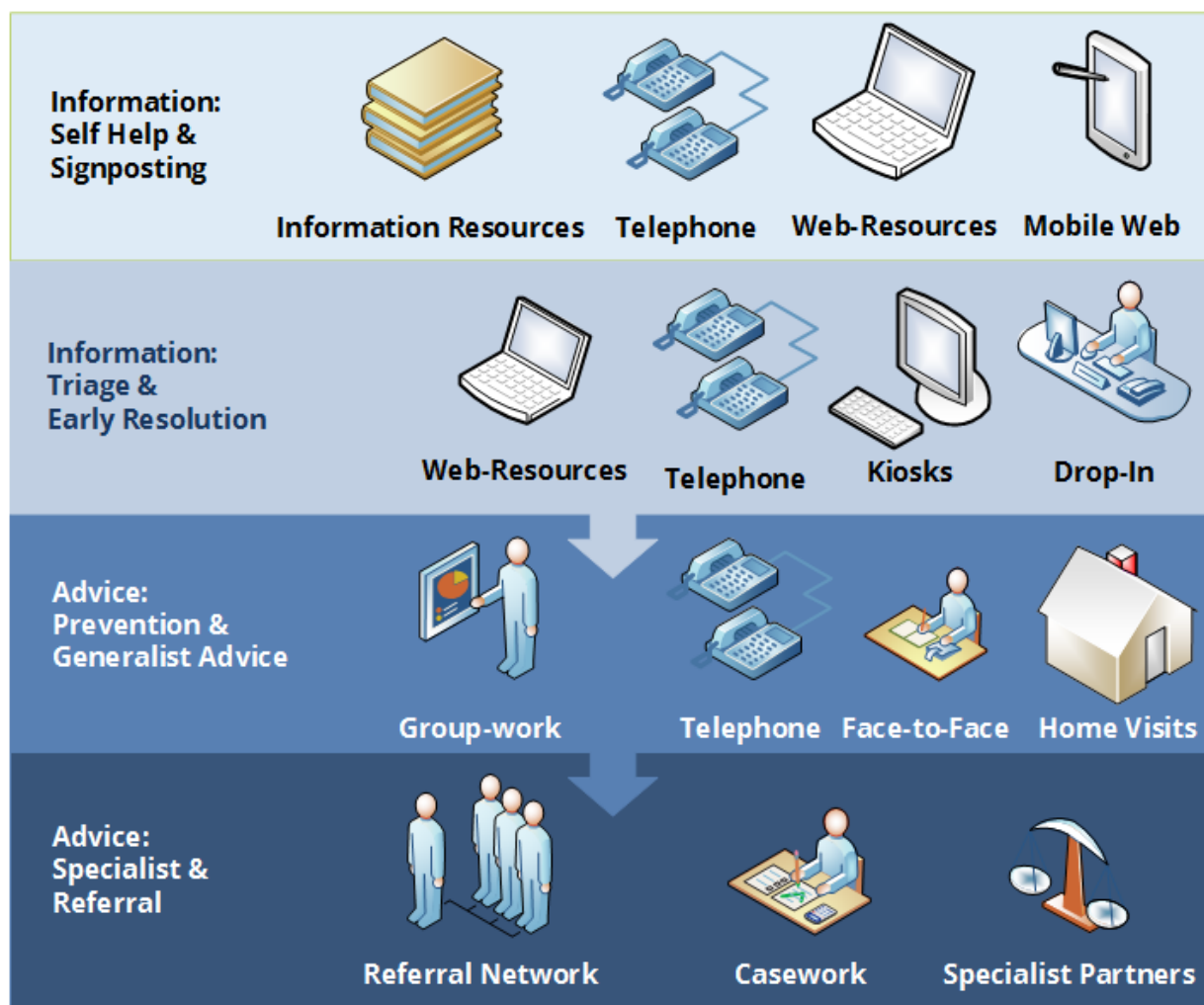
#### Preferred bidder

- 6.12 The evaluation panel recommends that Haringey Citizens Advice Bureau (HCAB) be appointed as the IAG provider for all 4 lots. In their tender submission, HCAB were able to provide strong evidence of how they would deliver on the three key outcomes for the service by delivering timely IAG and helping build resilience in Haringey communities.
- 6.13 HCAB will be the lead information and advice provider covering all categories within the service specification and sub-contract to two further organisations – Age UK Haringey and HAIL – who will lead on community engagement and needs analysis as well as provide additional capacity to deliver IAG.
- 6.14 HCAB will also enter into partnership agreements to deliver aspects of the specification with a range of local organisations including:
- Healthwatch Haringey
  - HAGA
  - Markfield
  - Pro-bono solicitors

6.15 The service will provide multiple access points and channels including:

- Home visits for adults with low mobility
- Drop in services
- Telephone support between 9.30am- 4.30pm Monday to Friday
- Late appointments on Wednesdays
- A text and email service
- Flexibility of times and access points; including pop-up provision
- Web-chat
- A range of signposting and referral systems for specialist needs
- A network of accessible venues taking into account public transport, opening hours and Equalities Act compliance
- IAG services from local community locations, including children’s centres, GP surgeries, libraries and other settings

6.16 At the heart of the HCAB model is prevention and early help. They will seek to meet the majority of IAG needs from Haringey communities through a strong digital offer, with more in-depth face-to-face contact provided for those who need it most. Their model is set out below:



## Transition and Contract Management

- 6.17 Key Performance Indicators and methods of measurement are integrated within the service specification and will be monitored through contract monitoring meetings and reports.
- 6.18 Contract monitoring meetings will be held monthly for the first six months and quarterly thereafter. The purpose of monthly monitoring meetings will be to examine the implementation of the service, monitor delivery of the service at an operational level and to foster partnership working to facilitate early resolution of problems and/or issues.
- 6.19 HCAB will commence a pre-mobilisation period in January 2016 for a period of 3 months, before service commencement on 1 April 2016.

## **7. Contribution to strategic outcomes**

- 7.1 IAG is key to delivering the outcomes in Haringey's Corporate Plan 2015-18 – *Building a Stronger Haringey Together*. It is about providing the support to Haringey communities when they need it, so that they can build their knowledge and understanding of how to support each other, live long and fulfilling lives and rely less on the Council and other public services in the long term. These are critical outcomes in the Council's community strategy.
- 7.2 These contracts will also enable a significant step towards integration of health and social care services, as Haringey Citizen's Advice Bureau Ltd will be providing IAG on a range of subject matters and will deliver IAG in local community settings including children's centres, libraries and in future, health settings such as GP surgeries. It will also seek to pick up those currently accessing the Council's customer services function, and will therefore be able to drive demand away from customer services by being able to signpost them to the correct support they need.

## **8. Statutory Officer comments**

### Chief Finance Officer

- 8.1 Funding for these contracts is available within the Voluntary Sector Commissioning budget. This commissioning budget is required to make



substantial savings as part of the MTF5 but the service has taken this requirement into account when allocating funding to these contracts.

- 8.2 Priority 2 in Haringey's corporate plan lays great emphasis on the need for good quality information and advice in order to support people without the need for statutory involvement. This contract award also supports these wider aims.

### Head of Procurement

- 8.3 The procurement process has been carried out in line with the Procurement Code of Practice. Central procurement has been involved in this process and supports the recommendation.
- 8.4 Contract management will be put in place to ensure contract compliance and ensure quality outcomes.
- 8.5 There is no inflationary provision within the terms of the contract and so the contract price is essentially fixed for the duration of the contract.

### Assistant Director for Corporate Governance

- 8.6 This report relates to services which are subject to the new Light Touch Regime under the Public Contract Regulations 2015. As such they are required to be advertised in the Official Journal of the European Union (OJEU) although there is greater flexibility in the tender procedure followed than under the standard EU tender regime.
- 8.7 The Council's Contract Standing Orders (CSOs) also apply to the procurement and the services have been tendered in accordance with CSO requirements. The open procedure provided under CSO 9.01(a) was followed.
- 8.8 The services tendered are valued over £500,000. As result, the decision to award the contract for the services is a Key Decision that must be included in the Forward Plan, which has been done, and must be taken at Cabinet level in accordance with CSO 9.06.1(d).
- 8.9 The Assistant Director of Corporate Governance confirms that there are no legal reasons preventing Cabinet from approving the recommendation in paragraph 3 of this report.

### Equality

- 8.10 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- a) tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- b) advance equality of opportunity between people who share those protected characteristics and people who do not;
- c) foster good relations between people who share those characteristics and people who do not.

8.11 An Equality Impact Assessment (EQIA) was undertaken to inform the service requirements.

8.12 As part of the tendering process, all bidders were asked to outline how they would ensure equality of access to the service for all customers, particularly in light of the high diversity in the Haringey community. Compliance with the Equality Act 2010 was also part of the procurement criteria.

8.13 The EQIA finds that the delivery of the new IAG contract should lead to the following equality benefits:

- Improved localised services and information – the proposed model requires each of the four IAG services to establish themselves in the collaborative area (North East, South East, Central and West Haringey) and provide information that is primarily based on the availability of localised information/availability of services. The funding model for each collaborative area has also been apportioned by the level of need and anticipated demand.

This should lead to future IAG services to be better tailored to the needs and profile of those groups of residents living in each collaborative area.

- Improved accessibility - As each access point is located within the respective Collaborative area, residents will no longer need to travel long distances across the Borough in order access the IAG service. All venues will also be accessible by public transport.

There will also be multiple access points for IAG services, ranging from home visits, drop-in services, after-work appointments, email/text services, and pop-up provision.

This should improve accessibility for different groups of residents.

8.14 One potential risk identified in the EQIA is the withdrawal of the existing specialist legal advice and advocacy service being delivered from the Law

Centre, and the impact on those groups who rely on this location. As a mitigating action the council has mapped local providers of legal advice services that the new IAG service providers can signpost residents to as required.

- 8.15 The EQIA also identified the risk that a change in service provider will disrupt existing service users' familiarity with previous advisors, leading to disengagement with the new IAG arrangements. As a mitigating measure the EQIA comits to monitoring the usage of future IAG services, particularly from black and mixed ethnicity groups who are using the existing service most. A communication strategy will be deployed to ensure residents understand the new IAG arrangements.

## **9. Use of Appendices**

- 9.1 N/A

## **10. Local Government (Access to Information) Act 1985**

- 10.1 This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following category: (identified in the amended schedule 12 A of the Local Government Act 1972 (3)) information in relation to financial or the business affairs of any particular person (including the authority holding that information).