

## **CABINET**

**26 SEPTEMBER 2023**

### **GATEWAY 3 CONTRACT AWARD: HEALTH VISITING AND SCHOOL NURSING SERVICE**

Portfolio Holder: Councillor Teresa Murray, Deputy Leader of the Council

Report from: James Williams, Director of Public Health

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#### Procurement Overview

Total Contract Value:	£35,217,000 including extension options
Project Budget:	£35,217,000 including extension options (based on 5 years plus options to extend for 2 x 12 month periods)
FTS reference number:	2023/S 000-020980
Contract Term:	5 years plus options to extend for 2 further 12-month periods

#### Summary

This report seeks Cabinet approval to award the procurement of the Health Visiting and School Nursing Contract. This Gateway 3 report will also be considered by Procurement Board on 20 September 2023.

#### 1. Recommendation

1.1. The Cabinet is recommended to award the Health Visiting and School Nursing contract to the bidder identified in 4.2.1 of the Exempt Appendix, as they have been evaluated as the most economically advantageous against the Council's award criteria as per the evaluation spreadsheet contained within 3.1 of the Exempt Appendix.

#### 2. Suggested reasons for decision

2.1. Awarding the contract will ensure the continues to Council meet its statutory responsibility to deliver and commission public health

services for children and young people aged 5-19 years – delivered principally through a school nursing and health visiting services.

### 3. Background information

#### 3.1. Budget and policy framework

3.1.1. The Health and Social Care Act 2012 sets out local authorities' responsibility for improving the health of their local population, and the Council's statutory responsibility for delivering and commissioning public health services for children and young people aged 5-19 years – delivered principally through a school nursing service. Further regulations under the Act came into force on 1 October 2015 to additionally transfer responsibility for children's public health commissioning for 0-5 year olds from NHS England to the Council. These additional services are delivered through health visiting services. Local authorities receive funding through the Public Health Grant to deliver this work.

3.1.2. In February 2023, Medway Council signed a memorandum of understanding with the Department for Education and Department of Health & Social Care to become part of the national Family Hubs and Start for Life Programme (separate funding is received for this programme). Medway is committed to delivering on the requirements of the Programme Guide, including provision of 0-19 Public Health services, Health Visiting services and Early Language and Home Learning Environment support for 3 & 4 year olds.

3.1.3. This service meets the Council plan in supporting happy resilient families and every child achieving their potential at school.

#### 3.2. Background Information and Procurement Deliverables

3.2.1. Health Visiting and School Nursing are universal services, this means that all families in Medway are able to access and obtain the services they need regardless of circumstances that they are entitled to as part of the Healthy Child Programme.

3.2.2. The Healthy Child Programme (HCP) is the prevention and early intervention public health programme that lies at the heart of the universal service for children and families and aims to support parents at this crucial stage of life, promote child development, improve child health outcomes and ensure that families at risk are identified at the earliest opportunity.

3.2.3. The Health Visiting Service carries out five mandated contacts with at least 90% of the 0-5 population (which in Medway is approx. 17,000 children). The contacts are carried out at key stages of the child's development (antenatal, post birth, 6-8 weeks, 10-12 months and 2-2.5 years) and check the child's physical and mental development as well as providing mental health assessments for mothers. This way any conditions can be identified early and addressed. By providing timely preventative support for children and families, this work reduces

escalations and additional burdens on more acute health and social care services.

3.2.4. The School Nursing Service also conducts a series of developmental checks and health screens and provides important health input for child protection work. Reducing the universal nature of these services will mean an increase in levels of child protection, demand on social care and potentially a reduction in Key stage 1 results.

3.2.5. The Healthy Child Programme in Medway is currently led and delivered in partnership with other agencies as part of the integrated children's community health services. All children, young people and their families receive a comprehensive flexible needs-led offer and underpinned by the principles and vision of an integrated community children's health service in Medway.

3.2.6. The key services currently included:

- Integrated Public Health Nursing 0-19 (currently Health Visiting and Nursing for Children of School age) to lead delivery of the Healthy Child Programme to families including fathers and co-carers. (The structure and any age-related breakdown within this area will be determined through the procurement process)
- Vulnerable Parents Pathway, Safeguarding and Specialist Health Visitors
- National Child Measurement Programme (NCMP) in both YrR and Yr6
- Infant Feeding Coordinator and Network
- Oral Health promotion across the whole 0-19 age range
- Tongue Tie Service (Funded via the ICB)

3.2.7. The proposed contract start date is 01 January 2024 with a contract term of 5 years, plus options to extend for 2 further 12-month periods.

#### 4. Procurement process

##### 4.1. Procurement process undertaken

4.1.1. An open procurement procedure was used to enable any potential providers to bid for the opportunity as well as provide the greatest assurance of mobilising the new service in time.

##### 4.1.2. Procurement timeline

Event	Date
Invitation to tender issued	19 July 2023
Clarifications Closing date	16 Aug 2023 (12:00 Noon)
Tender Closing Date	29 Aug 2023 (12:00 Noon)
Invitation to Present	01 Sept 2023
Supplier Presentations	05 Sept 2023
Council Governance	Sept – Oct 2023

Successful / unsuccessful notification letters issued (subject to standstill period)	Oct 2023
Conclude award	Oct 2023
Decommission previous service and mobilisation of new service	Oct 2023 – 01 Jan 2024
Contract Start Date	01 Jan 2024
Contract End Date	31 Dec 2028

#### 4.2. Evaluation criteria used

4.2.1. Bidders were pre-qualified through the evaluation of a Selection Questionnaire.

4.2.2. Tenders from pre-qualified bidders were then evaluated based on the award criteria of 80% quality / 20% price.

4.2.3. The following quality criteria was used within the tender. All tenders were asked to explain fully how they intend to deliver the service(s) within the constraints and budgets.

#	Question	Weighting
1.	Service Model Describe the service delivery model you will use to achieve the aims, outcomes and KPIs (Key Performance Indicators) of this contract?	20%
2.	Delivering and Measuring Outcomes Describe how the workforce will adapt to taking a more outcome focussed approach and how you will demonstrate impact at 3 levels: <ul style="list-style-type: none"> <li>- Individual</li> <li>- Service</li> <li>- Population</li> </ul> What systems and processes will you use to measure these outcomes?	5%
3.	Measuring performance and data Please describe how your systems and intelligence teams will be able to demonstrate the outcomes clearly and accurately, that you specified in Q3 (Delivering and measuring outcomes) and the KPI's in the service specification including elements such as (but not exclusively): <ul style="list-style-type: none"> <li>• Needs based on geographical areas</li> <li>• Linking records for whole families</li> <li>• Early identification of trends and change in needs</li> <li>• Referrals in and out of other services including monitoring outcomes</li> <li>• Quality Assurance metrics</li> <li>• Demonstrating impact</li> </ul>	5%
4.	Innovation and continuous improvement	3%

	<p>What are the significant innovative factors in your proposal? Please give an example of a digital or innovative model of service delivery you have delivered and the impact of this.</p> <ul style="list-style-type: none"> <li>▪ How would you adapt it for use in Medway?</li> <li>▪ How will you innovate to increase sustainability?</li> </ul> <p>Please also detail what technology you are proposing to introduce to support this ambition.</p>	
5.	<p>Targeted groups and services Please describe how you will balance your service delivery between targeted and universal support and explain how your approach to packages of care can help support some of Medway's most vulnerable groups? Please also identify how the targeted and specialist approach will be captured through data and how the offer for families will differ.</p>	5%
6.	<p>Partnerships Working with key partners is a vital element to developing an integrated service. With this in mind, could you describe how your service will work with partners to meet the needs of families and therefore reduce the pressure on specialist health and social care services: Please also complete the attached Influence and Interest Matrix with the above question in mind. Identify key services and partners that you think its most important for the new service to work with and explain your rationale for how this was completed.</p>	5%
7.	<p>Integration of Services Medway has been working towards an integrated model for children's community healthcare over the last 6 years. How will your service integrate with children's community health services and ensure that children identified with additional health needs are appropriately referred onto local services for support – ensuring smooth pathway of care for families without having to repeat their stories more than once.</p>	4%
8.	<p>Change and working with commissioners Could you describe your approach to change highlighting the following elements;</p> <ul style="list-style-type: none"> <li>• How will you use your own service data to inform and change service delivery to better meet user needs?</li> <li>• How will you ensure that workforce practices and attitudes are flexible to changes in local needs and demands of the contract?</li> <li>• How will you work with commissioners to ensure you are flexible and prepared for any changes throughout the life of the contract which may include the following? <ul style="list-style-type: none"> <li>➤ Legal</li> <li>➤ Financial</li> <li>➤ Guidance</li> <li>➤ Clinical developments</li> </ul> </li> <li>• What processes and systems will you put in place to be proactive to change?</li> </ul>	4%

	Please provide any examples from other contract work your organisation has carried out which may illustrate how you have gone about this previously	
9.	<p>Mobilisation and Transition</p> <p>Please provide a full mobilisation plan and timetable referencing elements such as (but not limited to) the following elements:</p> <ul style="list-style-type: none"> <li>• TUPE</li> <li>• Timeline and Key Milestones</li> <li>• Data and record transfer</li> <li>• New reporting arrangements</li> <li>• Training</li> <li>• Risk Log/Matrix</li> </ul>	3%
10.	<p>Workforce Management</p> <p>Please describe your workforce retention strategy including what your vacancy rates are within existing services and how you will ensure sufficient workforce in coming years as well as growing the workforce. Your answer should take account of labour market shortages of Health Visitors and School Nurses and Medway's proximity to authorities where outer London weighting is offered.</p>	5%
11.	<p>Service user engagement and involvement</p> <p>How do you intend to involve parents, carers, and service users in the planning and continuous improvement of your services? Provide an example of how service user voice has changed your current service delivery.</p> <p>How do you envisage the experience of these groups will change if your model is implemented.</p> <p>How will the service communicate and engage with its clients and potential clients to ensure that it:</p> <ul style="list-style-type: none"> <li>• Hears the patient and family voice</li> <li>• Embeds a culture of continuous service improvement</li> <li>• Ensures that appropriate and clear communication channels are in place</li> </ul> <p>Embraces clinical and technological improvements</p>	5%
12.	<p>Social value</p> <p>Medway Council want to work with providers who will be able to promote and deliver to the economic, social, and environmental well-being of the area as part of the contract, as covered under the Public Services (Social Value) Act 2012.</p> <p>Please demonstrate where your organisation can meet Social Value considerations when delivering the Integrated Child Health services, giving specific details of what can and will be delivered in line with this contract, by completing the embedded spreadsheet.</p>	5%
13.	<p>Presentation</p> <p>Please describe your proposed service model and explain how your model will differentiate between needs of different cohorts and support early help, address vulnerable families' needs and</p>	10%

	<p>demonstrate impact from the perspective of the following stakeholders:</p> <ul style="list-style-type: none"> <li>• Parents</li> <li>• Young people</li> <li>• Social Care</li> <li>• Children’s Community Health Services</li> <li>• Midwives</li> <li>• Schools</li> <li>• GPs and Primary Care</li> </ul>	
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### 4.3. Contract management

4.3.1. Contract management will be the responsibility of the Public Health Children’s Commissioning Programme Lead (Universal Services).

4.3.2. Performance reporting will take place quarterly, with monthly updates from services taking place in between, especially in the first year of the new contract. KPIs, measurables and performance review processes can be found in the background papers below.

## 5. Risk management

### 5.1.

Risk	Description	Action to avoid or mitigate risk	Risk rating
There is a risk that the re-tender process will cause workforce instability and result in staff leaving	Unstable workforce and/or increase in vacancy rates	<p>Clear and open communication with the incumbent supplier</p> <p>Timely procurement and decision making</p> <p>Clear mobilisation plan in place once new supplier is awarded</p>	BII
There is a risk that ongoing vacancy rates impact service delivery	Vacancy rates impacting service delivery	<p>Ongoing dialogue with the incumbent supplier and the new supplier</p> <p>Timely procurement and decision making</p> <p>Clear mobilisation plan in place once new supplier is awarded</p>	BIII

Risk	Description	Action to avoid or mitigate risk	Risk rating
There is a risk that delays in the procurement and associated decision making process will impact the timeline and reduce the mobilisation period, leaving little time to mobilise the new service	Working to a very tight procurement and decision making timeline. Any delays to this will impact the limited mobilisation period	Ensure ongoing close working relationship with category management colleagues  Ensure robust programme management of the procurement process  Working to the minimum possible timeline (procurement board and cabinet in same month)	BII

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

## 6. Service implications

### 6.1. Financial implications

6.1.1. The procurement requirement and its associated delivery as per the recommendations will be funded from within existing revenue budgets through the use of the Public Health Grant paid to local authorities for the delivery of these services.

### 6.2. Legal implications

6.2.1. This procurement activity was above the FTS threshold and therefore an FTS notice was required.

6.2.2. The procedure gives a high degree of confidence that the Council's primary objectives for procurement are met, as required by Rule 2.2 of the Council's Contract Procedure Rules ("the CPRs").

6.2.3. Under the Council's Contract Procedure Rules, the procurement is a Process 3 procurement (Rule 18), and the process set out in this report meets the requirements for such procurements. The procurement was advertised on the Kent Business Portal, in compliance with rule 18.4 of the CPRs.



6.2.4. Medway Council has the power under the Local Government (Contracts) Act 1997 and the Localism Act 2011 to enter into contracts in connection with the performance of its functions.

6.2.5. The process described in this report complies with the Public Contracts Regulations 2015 and Medway Council's Contract Procedure Rules.

6.2.6. This report has been presented as a Process 3 high risk procurement, and therefore the Monitoring Officer, in consultation with the Procurement Board will therefore set the risk and reporting stages for the remainder of the procurement process for Gateway 4.

### 6.3. TUPE Implications

6.3.1. There are no TUPE implications, for the reasons set out in the Exempt Appendix at paragraph 3.1.

### 6.4. Procurement Implications

6.4.1. Due to the limited market, an open procedure was conducted in accordance with Public Contracts Regulations 2015 as the total contract value exceeds £663,540.

### 6.5. ICT Implications

6.5.1. There are no ICT implications.

### 6.6. Climate Change implications

6.6.1. No climate change implications

## 7. Social, Economic and Environmental Considerations

7.1. The below social value considerations were included as part of the tender process:

Theme	Measure
Jobs: Promote Local Skills and Employment	No. of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter
Jobs: Promote Local Skills and Employment	Percentage of local employees (FTE) on contract
Jobs: Promote Local Skills and Employment	No. of staff hours spent on local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (including preparation time)
Jobs: Promote Local Skills and Employment	No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+

Growth: Supporting Growth of Responsible Regional Business	Total amount (£) spent in LOCAL supply chain through the contract
Growth: Supporting Growth of Responsible Regional Business	Meet the buyer' events held to highlight local supply chain opportunities
Growth: Supporting Growth of Responsible Regional Business	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required
Social: Healthier, Safer and more Resilient Communities	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children
Environment: Decarbonising and Safeguarding our World	Savings in CO2 emissions on contract achieved through de-carbonisation (specify how these are to be achieved)
Environment: Decarbonising and Safeguarding our World	Percentage of procurement contracts that includes sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)
Innovation: Promoting Social Innovation	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.

#### Lead officer contact

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#### Appendices

Exempt Appendix – Financial Analysis

Background papers

None