



ADVANCED PUBLICATION OF REPORTS

This publication gives five clear working days' notice of the decisions listed below.

These decisions are due to be signed by individual Cabinet Members
and operational key decision makers.

Once signed all decisions will be published on the Council's
Publication of Decisions List.

1. **RETENDER OF THE PROVISION OF WORK OPPORTUNITIES FOR
ADULTS WITH MENTAL HEALTH NEEDS** (Pages 1 - 10)
2. **ALMA ESTATE REGENERATION - VARIATION OF DEVELOPMENT
AGREEMENT TO INCLUDE FIT OUT OF YOUTH CENTRE** (Pages 11 - 36)

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MUNICIPAL YEAR 2019/2020 - REPORT NO.**PORTFOLIO DECISION OF:**

Cabinet Member: Health and Social Care and Director of Health and Adult Social Care.

Key Decision: KD4931

REPORT OF: Doug Wilson
Head of Strategy and Service Development.

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Agenda - Part: 1	Item:
Subject: Retender of the provision of work opportunities for adults with mental health needs	
Cabinet Member consulted: Cllr Alev Cazimoglu	

1. EXECUTIVE SUMMARY

- 1.1 Supporting people with Mental Health (MH) conditions to achieve employment is a national indicator. Remploy Ltd has been delivering the current Service in Enfield.
- 1.2 This report seeks approval to continue the Individual Placement and Support (IPS) model and commence a retender process. The duration of the contract is proposed to be two years with a further two year extension based on performance, (total 4 years).
- 1.3 The Procurement and Commissioning Review Board agreed the business case on the 11th June 2019.

2. RECOMMENDATIONS

- 2.1 That approval is given to retender the service, employment support for adults with mental health conditions.

3. BACKGROUND

- 3.1 96% of adults with mental health problems in contact with secondary care services in Enfield are not in employment¹. As a result, supporting people with mental health conditions to achieve employment is part of the national and local public service performance indicators. Local Authority and MH Trust's outcomes are nationally monitored in this area.
- 3.2 A new support model was identified and presented to the P&C Review Board on the 2nd November 2016. The proposal recommended approval for developing and facilitating the Individual Placement and Support (IPS) model in the borough. After further consultation with commissioners, the Board granted a go ahead agreement on 18th January 2017 for a two year pilot project.
- 3.3 The IPS delivery approach has been applied by some local authorities in London, including neighbouring boroughs Haringey and Barnet as well as Havering and Tower Hamlets. Similar to Enfield there has been positive feedbacks on the scheme from those boroughs.
- 3.4 The current contract for support for adults with mental health conditions is for two years commencing on the 1st January 2018 and ending on the 31st December 2019
- 3.5 The current contract has been delivered by Remploy who have been successful in working closely with locality teams and have exceeded targets in dealing with the number of referrals and engagements with individuals. Feedback from the Mental Health teams and the Trust has been positive; along with feedback from the partner in the pilot project; Mental Health and Employment Partnership Ltd (MHEP). Please see below on the next page the current performance.

¹ Enfield Joint Adult Mental Health Strategy 2014-2019

http://www.enfield.gov.uk/download/downloads/id/8494/enfield_joint_adult_mental_health_strategy_2014

Period	Q1		Q2		Q3		Q4		Total	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Referrals	10	50	22	14	28	39	28	51	88	154
Engagement	7	47	18	12	23	20	23	28	71	111
Job starts	2	4	6	7	7	7	7	7	22	23
Sustained employment > 6 weeks	0	0	2	3	4	8	6	5	12	16

- 3.6 The support model is a joint arrangement with the Mental Health Trust and an organisation called Mental Health and Employment Partnership Ltd (MHEP). MHEP which is a social purpose company that is owned by Big Issue Invest, a socially motivated investor, and Health and Employment Partnerships Limited, a subsidiary of Social Finance Limited.
- 3.7 MHEP, in partnership with the Council and other commissioners, has successfully attracted an in-principle £0.9m outcomes-based grant (the “MHEP Grant”) from the Big Lottery Fund’s Commissioning Better Outcomes Fund to enable it to provide top-up funding to local authorities for IPS services. The MHEP Grant will only be released upon satisfaction of a range of outcomes. The outcomes are based around ensuring service users get into employment and then the employment is sustained for a period of 16 weeks. To manage the financial risk of this funding stream, MHEP will raise social investment capital from Big Issue Invest, which will be repaid in two ways: (i) payments from the Big Lottery Fund based on the agreed outcomes; and (ii) payments from the Council based on the number of job starts achieved by the service
- 3.8 The funding model is based upon a core element to cover staff salary costs and then a smaller payment by results element that rewards the provider for delivering the intensive support and keeping people in employment.
- 3.9 Details of the financials can be found in part 2 of this report.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The service is required in order to meet the national indicators.,
- 4.2 There have been previous models of service delivery tried which, have not met with the success expected and did not achieve the buy-in from the Mental Health Teams.

5 REASONS FOR RECOMMENDATIONS

- 5.1 The current contract is coming to an end and is required in order to meet the national indicators.
- 5.2 This model attracts additional funding from the Big Lottery Fund and has been successful in improving longer term outcomes for people with mental health problems to gain and sustain meaningful employment.

6 COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

See Part 2

6.2 Legal Implications

See Part 2.

6.3 Procurement Implications

- 6.3.1 The Procurement will be exposed to a one stage, open tender process through the London Tenders Portal.

7 KEY RISKS

- 7.1. See part 2 of this report

8. IMPACT ON COUNCIL PRIORITIES

8.1 Good homes in well-connected neighbourhoods:

Employment support service for adults with mental health needs will contribute towards the Council's aim of serving the whole borough fairly. This group of residents faces several barriers to enter the job market or to retain jobs when they gain one. This programme helps them gain and maintain employment with the aim they can move to their own properties and eventually live independently.

8.2 Sustain strong and healthy communities

Helping adults with mental health needs access work placements and work-skills training will contribute towards the Council's aim to encourage growth and sustainability within the borough and deliver a positive contribution towards building strong and inclusive communities.

8.3 Build our local economy to create a thriving place

The employment support service for adults with mental health needs will contribute towards getting individuals into employment and improve the local economy.

9 EQUALITIES IMPACT IMPLICATIONS

No equality impact assessment was undertaken because there is no reduction in service or change in client type.

10 PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 This service will contribute towards achieving better outcomes against NI 150 – 'No of Adults receiving secondary mental health services in employment'

10.2 Performance of this contract is undertaken on a quarterly basis with Enfield Council, Enfield Mental Health Trust and Social Finance.

11 HEALTH AND SAFETY IMPLICATIONS

None. Appropriate insurance will be held by the provider and will be mandated by the contract.

12 HUMAN RESOURCES IMPLICATIONS

None. Enfield Council will not employ the staff.

13 PUBLIC HEALTH IMPLICATIONS

There is good evidence that people with mental health issues are excluded from both the workplace and wider society. The former is likely to reinforce the latter. This initiative should therefore both support the individuals who gain employment and help to reduce stigma in general.

Background Papers

None

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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MUNICIPAL YEAR 2019/2020 REPORT NO.**ACTION TO BE TAKEN UNDER
DELEGATED AUTHORITY**

14 June 2019

OPERATIONAL DECISION OF:

Executive Director Place

Director of Housing &
Regeneration**Agenda – Part: 1****KD Num: 4917****Subject: Alma Estate Regeneration –
Variation of Development Agreement to
include fit out of youth centre****Wards: Ponders End**Contact officer and telephone number: Ed Richards, Regeneration Project
Director 020 8379 2246

E mail: ed.richards@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The Alma Estate is located in the Ponders End ward of the Borough. Ponders End is one of the Council's priority regeneration areas and the estate is located within the South Street area. The Council signed a Development Agreement (DA) with Countryside Properties (CPUK) on 13 November 2014 to regenerate the estate as per the objectives set out in the adopted North East Enfield Area Action Plan.
- 1.2 The DA included provision of a new "shell and core" youth centre.
- 1.3 The Cabinet Report of 13 July 2017 allocated a budget of £3m for the fit out of the youth centre.
- 1.4 This DAR seeks authority to vary the DA so that CPUK can carry out the fit out works in addition to the shell and core work they are already contracted to deliver.

2. RECOMMENDATIONS

- 2.1 The Executive Director Place approves the variation of the Alma regeneration development agreement to include the fit out of the youth centre within the scope of work carried out by CPUK, in accordance with the budget approved by Cabinet in July 2017 and section 23 of the development agreement.

3. BACKGROUND

- 3.1 The Alma regeneration programme was approved by Cabinet on 18 July 2012. The July 2012 Cabinet Report explained that the Alma Estate was identified as a regeneration priority following an objective analysis of the Council's housing estates.
- 3.2 Countryside Properties UK (CPUK) were appointed as the Council's development Partner following an OJEU compliant tender bidding process approved by Cabinet in September 2013 and the Development Agreement (DA) was signed 13 November 2014.
- 3.3 The DA includes a requirement for CPUK to deliver the shell and core of a new, replacement youth centre.
- 3.4 Section 23 of the DA refers to additional works and states that under the date of practical completion for the final phase:

“the Council (by written notice served on the Developer no later than the submission of the Planning Application in relation each phase) may from time to time require the Developer to undertake works to Council owned property within the Ponders End Ward of the London Borough of Enfield provided that such works shall be of a scale and type that may typically be carried out as part of or ancillary or incidental to an estate renewal scheme similar to the Developer; and

The developer shall undertake such required works at such cost as shall be agreed with the Council, both parties acting reasonably”
- 3.5 At the July 2017 Cabinet approval was granted for a number of additional budget lines, including provision for the fit out of the community centre.
- 3.6 The Executive Director of Place has delegated authority to approve work within the scope and budget agreed at the July 2017 Cabinet.
- 3.7 The Council's Youth Development team have provided a comprehensive specification of facilities required to continue and improve on the high quality and well utilised offer provided by the Alma youth centre.
- 3.8 CPUK costed against this specification and an independent value for money report commissioned by the Council has confirmed that the price offered by CPUK is competitive.
- 3.9 The key benefits of varying the DA to enable CPUK to carry out the fit out works are:

- CPUK have detailed knowledge of the construction of the youth centre shell and core which allows a seamless transition into the internal fit out works.
- The youth centre fit out specification was produced by the scheme architect who has conducted several consultation workshops with the youth centre team and therefore has a good understanding of their requirements.
- With CPUK being on site constructing the youth centre it keeps the prelims and overheads to a minimum.
- There is a programme advantage to CPUK carrying out the works which will enable the Youth Centre team to move into their new building sooner.
- The Council does not need to expend time and resource undertaking a procurement exercise which would most likely result in no cost saving to the contract price and result in delay to the delivery date of the fit out work.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The alternative option would be to go to the market for the fit out work.
- 4.2 This would require the Council to develop a tender pack, issue it, process clarifications and assess final tenders. This would have a cost implication to the Council given the level of resource that can be involved in such processes.
- 4.3 As an independent value for money assessment has confirmed that the prices quoted by CPUK are acceptable, it is reasonable to assume that going to the market does not guarantee any cost saving on the tender price submitted.
- 4.4 Were a different contractor appointed to carry out the fit out work there would be inevitable delay coordinating the delivery of the work.
- 4.5 For these reasons it is proposed that the alternative option is discounted and the recommendation to proceed with CPUK for the provision of the fit out work is approved.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The primary reason for the recommendation contained within this report is to expedite the delivery of a new, state of the art, fully spec'd youth centre at a cost verified to be reasonable and within the delegated budget for the works.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES, AND OTHER DEPARTMENTS

6.1 Financial Implications

The budget for the fit-out costs of the youth centre were agreed in the Cabinet report in July 2017.

These costs are built into the HRA 30-year business plan.

6.2 Legal Implications

6.2.1 Section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions. The Council also has a general power of competence in Section 1(1) Localism Act 2011. This states that a local authority has the power to do anything that individuals generally may do, provided it is not prohibited by legislation. The contract variation and increased scope of works as envisaged by this report are in accordance with these powers.

6.2.2 Any variation to the contract must comply with the Public Contracts Regulations 2015 (the **Regulations**). Regulation 72 of the Regulations permit variations to contracts where the modifications, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses. The DA permits the Council to instruct additional works and therefore the proposed variation is compliant with the Regulations.

6.2.3 The variation must also comply with the Council's Constitution, including the Contract Procedure Rules. It is noted that budget has been allocated for the expenditure. In addition, the variation must be reported to the Procurement and Commissioning Review Board.

6.2.4 Throughout the engagement of the developer, the Council must comply with its obligations of obtaining best value under the Local Government Act 1999.

6.2.5 Any legal agreements arising out of the recommendations of this report must be approved in advance of completion by Legal Services on behalf of the Director of Law and Governance.

6.3 Property Implications

- 6.3.1 Corporate Construction technical support is required to review the quality of the proposals, verify value for money, undertake site inspections and ensure that all health & safety Client duties under the CDM Regulations have been met.
- 6.3.2 All new or revised asset data arising out of the proposed works must be sent by the Project Manager to Strategic Property Services for input onto the Asset Management Data System, ATRIUM, including revised site plans, floor plans, asset information and maintenance regimes.

7. KEY RISKS

- 7.1 The perceived level of risk for the recommendation contained within this report is minimal.
- 7.2 The key risk would be failing to get the best price for the fit out work. This is countered by an independent report confirming that the pricing is reasonable and the likelihood that any potential savings realised through testing the market would be absorbed by the corresponding cost of administering an open procurement process.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good homes in well-connected neighbourhoods

- 8.1.1 The Alma regeneration project contributes to this aim by tackling inequality and access to social housing by providing new homes.
- 8.1.2 The existing youth centre is well used and provides an invaluable service to young people from all backgrounds and helps contribute to social cohesion and provide opportunities for young people from deprived backgrounds.

8.2 Sustain strong and healthy communities

- 8.2.1 The Alma regeneration project contributes to this priority by building strong and sustainable futures for our residents through the provision of a high quality youth centre.

8.3 Build our local economy to create a thriving place

- 8.3.1 The community plays a central role in driving forward change and regeneration in the local area to create a stronger community in the area.
- 8.3.2 The new Alma youth centre will provide a high quality community facility that will encourage the development of a cohesive, healthy community where young people can aspire to realise their potential.

9. EQUALITY IMPACT IMPLICATIONS

- 9.1 Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report. However it should be noted that any contracts awarded should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 The contract with the developers includes robust performance management arrangements to ensure that the regeneration is delivered according to the agreed standards and timescales.

11. HEALTH AND SAFETY IMPLICATIONS

- 11.1 The Council through its development partner CPUK will ensure that the demolition of the estate is carried out in compliance with the relevant Health and Safety regulations.

12. PUBLIC HEALTH IMPLICATIONS

- 12.1 The provision of high-quality youth services within high quality settings are essential to improving the health and wellbeing of young people within Enfield and specifically Ponders End. This part of the borough is an area of high deprivation and thus youth services play a particularly important role in building the capacity of young people, supporting young people to achieve their potential, keeping them safe and reducing crime and violence.

Provision of a well-maintained and appropriate setting for youth services will enhance the experience of young people using the youth centre positively. Therefore, this proposal is likely to contribute to

enhancing the wellbeing of young people using the facility in Ponders End.

Background Papers

The value for money assessment is contained within part 2 of this report.

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