

Report of **The Director of Adult Social Services**

Report to **Executive Board**

Date: **July 18th 2012**

Subject: **Update on the award of the Contracts for the Neighbourhood Network Services (NN's) for the East of Leeds and Wider NN's Developments**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Burmantofts and Richmond Hill, Cross Gates and Whinmoor, Killingbeck and Seacroft		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. The purpose of this report is for Executive Board to note the approval from the Director of Adult Social Services to award the contracts for the Neighbourhood Network Services for the East of Leeds.
2. The report provides the background to the current service provision and the decision to procure the services. It outlines the procurement process and the outcome of the evaluation stage, taking account of recommendations and lessons learnt from the 2009 citywide Neighbourhood Networks procurement exercise and the Independent Review in 2010.
3. This follows on from the report presented at Delegated Decisions Panel on June 21st 2012, at which the Director of Adult Social Services agreed that the contracts be awarded to the following five organisations:
 - Burmantofts Senior Action
 - South Seacroft Friends and Neighbours Scheme
 - Richmond Hill Elderly Action Limited
 - Swarcliffe Good Neighbours Scheme
 - Crossgates and District Good Neighbours.

4. The report also notes the continued importance of the Neighbourhood Networks in Leeds, in the delivery of Adult Social Care's 'Better Lives for the People of Leeds' program and the report highlights a number of recent and ongoing developments.

Recommendation

That Executive Board notes the continued success of the Neighbourhood Networks, the procurement exercise recently undertaken, the lessons learnt and the approval of the award of the contracts for the Neighbourhood Network Services for the East of Leeds, as set out in the table below:

Scheme	
Burmantofts Senior Action	3 year contract running September 3 rd 2012 to September 30 th 2015, with an option for the Council to extend for a further period of 3 x 12 months
South Seacroft Friends and Neighbours Scheme	3 year contract running September 3 rd 2012 to September 30 th 2015, with an option for the Council to extend for a further period of 3 x 12 months
Richmond Hill Elderly Action Limited	3 year contract running September 3 rd 2012 to September 30 th 2015, with an option for the Council to extend for a further period of 3 x 12 months
Crossgates & District Good Neighbours	3 year contract running September 3 rd 2012 to September 30 th 2015, with an option for the Council to extend for a further period of 3 x 12 months
Swarcliffe Good Neighbours Scheme	1 year contract running from September 3 rd 2012, with an option to extend for a further two years and with optional 3 x 12 month extensions. The service will be asked to agree and sign up to a mandatory improvement plan with the intention that significant improvements are made within the first 6 months of service delivery.

1. Purpose of this report

- 1.1 The purpose of the report is for Executive Board to note the procurement process undertaken, lessons learnt and the approval from the Director of Adult Social Services to award the contracts for the Neighbourhood Network Services for the East of Leeds, to the providers outlined below:
- Burmantofts area – Burmantofts Senior Action
 - South Seacroft area - South Seacroft Friends and Neighbours Scheme
 - Richmond Hill - Richmond Hill Elderly Action Limited
 - Swarcliffe area - Swarcliffe Good Neighbours Scheme
 - Crossgates - Crossgates and District Good Neighbours.
- 1.2 The contract period is September 3rd 2012 to September 30th 2015, with an option for the Council to extend for a further period of 3 x 12 months.
- 1.3 The contract period for organisations subject to an improvement plan is one year commencing September 3rd 2012, with an option to extend for a further two years and with optional 3 x 12 month extensions.

- 1.4 The Executive Board is asked to note the continued development of the Neighbourhood Network Services and their importance in helping deliver Adult Social Care's 'Better Lives for the People of Leeds' program.

2. Background information

- 2.1 The Neighbourhood Network Services (NN's) were developed in 1992, in order to respond to the growing numbers of older people in Leeds and the need to focus on preventing illness and promoting health, wellbeing and independence. The services were created to improve the lives of older people in the city, by providing a variety of support that seeks to reduce social isolation and improve the quality of life for the individual. A core strength of the services lays in the fact older people and other community stakeholders are actively engaged in the planning and running of the services, both as consumers and contributors of social capital.
- 2.2 Between 2007 and 2009, a city wide review of the NN's services was conducted with NHS Leeds, who jointly fund the services. This was initiated in an attempt to address the funding inequities that had developed across the City and to implement performance monitoring arrangements. Following the review, Leeds City Council and NHS Leeds entered into a comprehensive procurement exercise, which intended to ensure the future of the NN's over the subsequent eight years. The decision to establish such a long term funding arrangement demonstrated the value placed upon these services by Leeds City Council.
- 2.3 The procurement of the NN's commenced in August 2009 and was completed in February 2010. Due to concerns being expressed by some of the five unsuccessful organisations in the East of the city, a decision was taken to withdraw the report and initiate an independent review of the commissioning and procurement exercise. Contracts for the remaining thirty two NN's were awarded.
- 2.4 Two independent expert reviewers were appointed and the review commenced in April 2010. It concluded that overall the process was sound and that it had been conducted fairly and transparently. However, it recommended that Adult Social Care initiate discussions with Leeds Irish Health and Homes, the highest-scoring bidder for the five NN's in the East, and the existing five providers, to explore a possible partnership approach and to develop an appropriate partnership model. Council Officers facilitated negotiations in October 2010 and the process ended in January 2011, after the formal withdrawal of the five East Leeds schemes from further discussion.
- 2.5 Following on from the breakdown of negotiations, a report was taken to Executive Board in June 2011. This recommended approval for the commencement of a renewed tendering exercise for the provision of the five East Leeds NN's. The report stated, and the Executive Board endorsed, that the tendering exercise would be constructed in such a way as to take account of the lessons learnt in the original tender process.

- 2.6 In September 2011, Leeds Irish Health and Homes took steps to initiate judicial review proceedings in relation to the Council's decision not to award contracts for the provision of the five NN's in the East of Leeds. At a hearing in January 2012, their application was refused.
- 2.7 Whilst the re-procurement process was being undertaken, work with all of the citywide NN's has continued at a considerable pace. As well as continuing to deliver their core services, various NN's have worked with ASC and other partners to further develop and implement new ways of working. This has included work with a small groups of NN's on their potential to act as brokers for care packages and to expand their social capital; working to support hospital discharge; developing more appropriate dementia services; linking the NN's to the work with the NHS in Leeds regarding locality integration. These areas are outlined in more detail in item 3.19.

3. Main issues

- 3.1 Considerable preparatory work led to the commencement of the renewed tendering exercise. A Procurement Strategy was created, in partnership with the Corporate Procurement Team, which emphasised a process that was fair, open and transparent. Robust governance mechanisms were implemented to ensure that this was achieved. The tender followed the same outcome focussed service specification and price as the original tender, although the policy documents were updated. The contract terms remained the same, except for an adjustment to contract duration.
- 3.2 Effective communication was a central element to the implementation of the Procurement Strategy. Communication was prioritised throughout all stages of the exercise, with all key stakeholders. This included actively engaging with those organisations who had previously bid in the 2009 citywide procurement, both leading up to the tender and throughout the entire process. Commissioning and Procurement Officers met the incumbent NN's and Leeds Irish Health and Homes to provide an outline of the process to be undertaken.
- 3.3 Offers of meetings were also made to the two independent sector organisations who had previously submitted tenders. Although these meetings were declined by the organisations, the process was outlined through extensive telephone conversations. A 'Communications Log' was also created and updated on an on-going basis, taking account of the actions required to ensure that communication was managed effectively.
- 3.4 Feedback received during the 2009 citywide procurement indicated that some organisations struggled with the complexities of the process, with a number finding it challenging and resource intensive. This was a particular issue for many of the smaller organisations. In response to this, the Procurement Strategy stressed that the renewed process would be proportionate to the scale and complexity of the contracts. Tender documentation and guidance were simplified as appropriate and mechanisms were implemented to offer support where required, to all tenderers.
- 3.5 The Delivering Successful Change project management methodology was used throughout the tendering exercise and this included the regular review of

'Issues', 'Actions', 'Communications' and 'Risk Logs'. Each of these areas took into account and addressed the lessons learnt from the original tender process.

- 3.6 A Project Team was established to develop the necessary procurement documents and to manage the delivery of the procurement. This group was comprised of Officers from Commissioning, Contracts and Procurement.
- 3.7 Strategic direction was provided by a Project Board whose role was to oversee the project, to provide check, challenge and guidance and support to the Project Team, including sign-off at key gateways. The Project Board was Chaired by the Deputy Director of Adult Social Services and was comprised of representatives from the voluntary sector, senior Procurement Officers and an officer representing an other local authority commissioning team.
- 3.8 A Cross Party Advisory Panel of Elected Members who had no direct involvement with any possible tendering organisation was also established to review and comment on the procurement strategy, the tender documents and the evaluation criteria, before the documentation was approved. The Cross Party Advisory Panel was chaired by the Executive Member for Adult Social Care and was made up of Members who had knowledge of the relevant service areas and did not have conflicts of interest with respect to prospective tenderers. This group was a key driver in enabling the active involvement of Elected Members in the development and ongoing scrutiny of the process. Briefings were also provided to other Elected Members within the affected wards to ensure they remained updated with regards to progress.
- 3.9 A panel of Evaluation Scorers was established to assess the bids and this was made up of Officers from Adult Social Care Commissioning and Environments and Neighbourhoods. The group also included service user, third sector and NHS Airedale Bradford and Leeds representation. An Officer from East North East Area Management also sat on the group, to provide additional local knowledge of the East Leeds area.
- 3.10 A panel of Evaluation Consultees was also formed to compare each of the tenders and to provide feedback to the Evaluation Scorers, with regards the strengths and weaknesses of each tender. It was intended that the Scorers considered this information when finalising scores and the commentary that went with them. The Evaluation Consultees were comprised of representatives of service users, carers and the third and independent sectors.
- 3.11 The procurement was performed using a restricted procedure which allowed only those organisations that were shortlisted to be privy to the tender documentation. Pre-Qualification Questionnaires were received from the five existing providers, one other neighbourhood network, one voluntary sector organisation and three private sector organisations. Each organisation was successful at the pre-qualification stage and was invited to complete a full tender.
- 3.12 Of the ten organisations that were invited to submit bids, only the five incumbent providers did so. Each of these organisations only submitted tenders for their own areas. This meant that there was no competition for provision. Due to there being

no competition, the Evaluation Consultees were not required to meet. This was because their role was to comment on comparative bids for each area, of which there were none. However, the formal scoring process still needed to go ahead, in order to ensure that each of the providers were able to meet the requirements as set out in the service specification.

- 3.13 Each tender submission was reviewed individually by the Evaluation Scorers, who then met to award the scores together as a group. Scores were allocated, based upon 100% quality only.
- 3.14 The Evaluation Scorers recommended that each of the five contracts, based upon consensus scores should be awarded to the five incumbent providers:
- Burmantofts area - Burmantofts Senior Action
 - South Seacroft area - South Seacroft Friends and Neighbours Scheme
 - Richmond Hill - Richmond Hill Elderly Action Limited
 - Swarcliffe area - Swarcliffe Good Neighbours Scheme
 - Crossgates - Crossgates and District Good Neighbours.
- 3.15 The Evaluation Panel assessed that submissions from Burmantofts Senior Action, Richmond Hill Elderly Action Limited, Crossgates and District Good Neighbours and South Seacroft Friends and Neighbours Scheme, all met the required standards as set out in the service specification and that they be approved as suppliers of NN's and each awarded a three year contract with an option for the Council to extend for a further period of 3 x 12 months. The Evaluation Panel recommended that in the case of South Seacroft Friends and Neighbours, that the service should be encouraged and supported to develop and improve their services as a provider of NN's during the length of the contract and should therefore be subject to a supportive review to be conducted within twelve months of the commencement of the contract.
- 3.16 The Evaluation Panel assessed the tender from Swarcliffe Good Neighbours Scheme as failing to reach the minimum score in two of the sixteen areas. The Panel recommended that the service be asked to sign up to a mandatory improvement plan, with the intention that improvements are made within the first six months of service delivery. Failure to agree to this condition, or in meeting an improvement plan, would result in the halting of the contract. A contingency plan is in place for such an unlikely outcome, this would allow us to award the contract to a neighbouring NN or to re-procure as appropriate. This follows the successful approach that was adopted during the 2009 citywide procurement exercise, where five NN's failed to meet the required standards. Each of the organisations were awarded an initial contract for one year and they signed up to a service improvement plan. Each of the services were closely monitored against the improvement plan and significant improvements were made in all required areas. As they were able to demonstrate that they could fully meet the requirements of the service specification, they were subsequently awarded a further 4 year contract, with an optional 3 x 12 month extensions.
- 3.17 An evaluation report was presented to and approved by the Project Board on June 8th 2012. This was subsequently taken as a Delegated Decision Report to the Delegated Decisions Panel on June 21st and the Director of Adult Social Services

approved that the contracts be awarded to those five organisations, as set out in item 3.14, subject to Call In.

3.18 Further Developments within Neighbourhood Network Services

3.18.1 Whilst the main focus of this report is upon the re-tendering process as outlined above, it should be noted that this has not occurred in isolation. Significant work has taken place within the NN's in continuing to support them to develop their role, to meet the needs of older people in Leeds. The NN's have been at the heart of Adult Social Care's strategy of early intervention and prevention for many years. The citywide review that took place between 2007 and 2009 enabled Adult Social Care to focus the work of the NN's, in responding to the developing aspirations and needs of local older people. This was particularly with regards to their potential to tackle social isolation, to be an information/signposting service and to improve physical and emotional health and well being of their service users. The importance of these issues were reinforced further in 2012 in the consultations and development of 'The Time of Our Lives - Ageing Well in Leeds', which highlighted the importance and potential of the NN's in supporting people to age well in Leeds. The NN's are not static organisations and their outcome focussed contract has allowed specific NN's, with the support of the Adult Social Care, the NHS and other Third Sector agencies, to develop further. Some examples of these are highlighted below:

3.18.2 **Social Capital:** The NN's are already an exemplar of social capital, making extensive use of volunteers (some 1,500 in total across the City) to both oversee and deliver services. However, as services continue to become more personalised and delivered more localised, whilst at the same time the importance of community capacity and community cohesion is being more recognised, there is a real desire and potential to expand this. Adult Social Care, as part of the 'Combining Personalisation with Community Engagement' programme, is working with three of the NN's to explore how they can expand their volunteer workforce to meet the needs of older people who wish to remain in their own home, but also to be actively engaged within their communities.

3.18.3 **Brokerage:** This is being developed in parallel with the social capital work, aiming to establish a Brokerage function, delivered via a social enterprise, within some of the NN's. This would allow the NN's, to make use of their extensive local knowledge, whilst working with individuals in designing and delivering holistic packages of support. Such packages would be made up of an innovative mixture of current NN provision, expanded social capital, local universal services, signposting to other health and social care services and where appropriate individually commissioning personal care services. This would allow for a much more individually tailored support package for the individual whilst simultaneously transferring significant resources to a locality, community led social enterprise.

3.18.4 **Hospital Discharge:** NN's have always been highly effective in supporting people in the process of being discharged from hospital. This typically involves offering practical support such as making sure the home is heated or that the fridge and pantry are stocked. In addition, they can act as a final check, making sure that vital care/support arrangements are back in place for the individual before they arrive

home. However, receiving this service can be dependent upon the person being known to the NN's and the network being aware that the person had been admitted into hospital. In order to provide this support to other people who do not currently access with the NN's, the British Red Cross is now working with Adult Social Care, Leeds Teaching Hospitals NHS Trust and the NN's, to identify those people in hospital who would benefit from this service. This is currently being piloted in one area of the city, but potential roll out is being discussed between Adult Social Care, the Red Cross and Leeds Teaching Hospitals NHS Trust.

3.18.5 Dementia Services: As organisations working with older people, the NN's are increasingly supporting people with varying degrees of dementia. In recognition of this, a group of NN's were allocated additional funding for them to develop a range of interventions to support people with dementia. This has included establishing additional Dementia Cafes in the City. Leeds now has eighteen Dementia Cafes and the majority are hosted by the NN's, with additional support provided by the Alzheimer's Society. NN's have also developed a 'prompting' scheme for people with dementia which alerts and supports them to attend events and appointments. Peer support has been further developed, as part of supporting carer respite and encouraging and enabling early diagnosis. This learning is now being rolled out across all of the NN's who are incorporating these approaches within their existing service delivery.

3.18.6 Locality Integration: The move towards locality integration based around GP practices is a key element of Better Lives through Integration. Within the three early implementer sites; Meanwood, Garforth and Pudsey, the value of including the local NN's within this work has been recognised. NHS Airedale Bradford and Leeds and NHS Leeds Community Healthcare, alongside Adult Social Care have made extensive contacts with the NN's in each of the localities. The NN's are viewed as being a vital element in the delivery of the full package of care and support that an individual may need to remain at home. This has significantly raised the profile of the NN's within health services and crucially, their importance to Clinical Commissioning Groups. This awareness could be key when Clinical Commissioning Groups are identifying areas for the most effective investment to prevent hospital admissions.

3.18.7 Each of the above pieces of work have the potential to be rolled out across all of the NN's in the city in the near future. This would build upon their existing services and ensure that the NN's remain at the heart of all three elements of the Adult Social Care Better Lives for People in Leeds program; Better Lives through Housing Care and Support, Better Lives through Integration and Better Lives through Enterprise.

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The original tendering process was subject to extensive consultation. All NN's were asked to complete a self-evaluation form which identified key components of the work they undertook within their communities.

- 4.1.2 Service users were consulted as part of the 2007 – 2009 citywide review and of the 2,280 surveys that were distributed, a total of 1,220 forms were returned. The responses identified the key outcomes that service users felt that the NN's should deliver and this information was incorporated into the service specification.
- 4.1.3 Further consultation was undertaken with older people who were not currently accessing the services, although may have required the services in the future, and older people who used lunch clubs. This information was also drawn upon within the service specification.
- 4.1.4 As this tendering exercise used the same service specification as the 2009 citywide Neighbourhood Network tender, no specific consultation took place with regard to the service model. However, significant engagement did take place with each of the organisations who had previously submitted tenders in the 2009 citywide procurement exercise. This included the incumbent providers. The procurement process was also developed to have greater engagement with key stakeholders, including older people, carers, service providers, the third and independent sectors and Elected Members.
- 4.1.5 Recent consultation undertaken in 2011 and 2012 across the citywide NN's schemes, demonstrates that older people continue to value their local NN's and the support that they provide. A variety of strategies are implemented throughout the NN's to ensure that service users provide feedback regarding the quality of service provision and the impact that it has upon their wellbeing. Evidence of this is provided to Officers through the performance management mechanisms that are currently in place. Recent examples include satisfaction questionnaires and service evaluation reports, which consistently demonstrate the value that older people place upon the services.
- 4.1.6 The potential of the NN's service model to mitigate some of the main challenges faced by older people was also apparent in the consultation and events this year that took place when developing 'The Time of Our Lives – Ageing Well in Leeds'. This included a significant co-production event between older people and the Shadow Health and Well Being Board. It was followed by extensive consultation, using questionnaires and focus groups with older people. Tackling social isolation, support for health and well being and access to information were all viewed as key issues by older people. These continue to be the core functions of the NN's and are reflected in the service specification.
- 4.1.7 As outlined in items 3.9 and 3.10, a broad range of stakeholders were consulted and involved in the evaluation element of the procurement exercise. This included establishing a group of Evaluation Consultees and Evaluation Scorers who were comprised of a wide range of service user, carer, statutory, independent sector and third sector representatives and whose membership was based upon the knowledge and expertise that they could bring to the project.
- 4.1.8 Each service provider has policies and mechanisms in place to ensure that meaningful consultation and engagement takes place. This is also shared with Officers through the performance management processes that are in place.

Performance data continues to demonstrate the demand and value placed upon each of the services.

- 4.1.9 Members Briefings were provided at key points throughout the procurement exercise to ensure that Members were kept fully informed of developments. Briefing papers were also shared with East Leeds Ward Members at key stages of the procurement process.
- 4.1.10 Briefings regarding the process to be undertaken were also provided to, or offered to organisations that had previously tendered for these services. This offer was taken up collectively by the 5 NN's and by Leeds Irish Health and Homes.
- 4.1.11 The Adult Commissioning Board was also consulted and regularly updated about the procurement of these services.

4.2 Equality and Diversity/Cohesion and Integration

- 4.2.1 An Equality Diversity and Community Impact Assessment was completed in relation to the NN's procurement exercise in 2009. This identified that in developing the service specification, the issues of equality, diversity and community cohesion had been considered and addressed within both the service specification and terms and conditions of the contract.
- 4.2.2 The only area that was identified as requiring action was regarding the statutory obligations relating to TUPE. This issue was managed by providing training with the NN's to ensure they had an understanding of procurement related issues.
- 4.2.3 An Equality, Diversity, Cohesion and Integration Screening was undertaken as part of the re-tendering exercise and this demonstrated the mechanisms that are in place to ensure that the NN's are accessible to all. The screening tool was published on the Council internet on May 14th 2012.
- 4.2.3 The screening tool outlined that the tendering exercise had used the same service specification as the 2009 citywide Neighbourhood Network tender, which was developed following consultation with key stakeholders. The specification states that the services must be equally accessible for all older people and that the provider will be monitored as per the specification, ensuring accessibility and partnership working.
- 4.2.4 The findings of the 2007 - 2009 citywide review are still valid. As a result of the establishment of the Leeds Observatory we can now call upon more detailed information for each locality. The numbers of older people living within the communities are expected to grow, thus it is expected that there will be an increasing need for preventative services.
- 4.2.5 The service specification and contractual Terms and Conditions identify and stipulate the need for accessible services that are open to all older people within local community venues. The service specification states that organisations should be pro-active in the recruitment of older people who are socially excluded and are under-represented in services.

4.2.6 The services will be expected to provide evidence to demonstrate that this is happening and the mechanisms in place to ensure this, paying particular attention to ensuring accessibility and partnership working. Officers will use this information to identify any potential barriers as well as areas for improvement that would ensure equality of access.

4.3 Council Policies and City Priorities

4.3.1 The approach to NN's for older and disabled people adopted by the Council and its NHS partners is consistent with the objectives of the Health and Wellbeing priorities of the Council.

4.3.2 The NN's operate within the strategic context determined by the national and local 'healthy and active life' agenda for older people and the change agenda driving Adult Social Care's focus on the prevention of illness, dependency and the promotion of health, well-being and independence.

4.3.3 The Putting People First agenda sets out how to give people choice and control over how their health and social care needs are to be met. The five East Leeds NN's help people make informed choices in order for them to live as independently as possible, exploring possible alternatives and supporting them through the provision of information, advice and support.

4.3.4 This fits alongside the Leeds 2015: City Priority Plan 2011 - 2015 headline indicator to increase the proportion of people with long term conditions feeling supported to be independent and manage their condition.

4.3.5 The five services also help work towards meeting the Directorate Priorities, as identified in the Council Business Plan 2011 - 2015. This includes helping to ensure that more older people continue to live at home or close to home for as long as possible, and helping to support adults whose circumstances make them vulnerable to live safe and independent lives.

4.4 Resources and value for money

4.4.1 The total value of the five contracts is £243,142 expenditure for the first thirteen month period and £692,020 for the lifetime of the contract and this is taken from the overall budget that is allocated to the citywide NN's.

4.4.2 The services provide regular performance monitoring information to demonstrate the quality of support offered.

4.4.3 There will be some resource implications in terms of monitoring and reviewing these contracts in order to ensure the services meet the necessary outcomes. These resources will be provided from within the Adult Social Care Contracts team.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 The decision maker's authority to take this decision falls under Part 3 of the Constitution, Official Delegation Scheme (Executive Functions) Director of Adult Social Services (a) social services, so far as those functions relate to Adults.
- 4.5.2 This item was included in the Forward Plan.
- 4.5.3 As this paper required Officers to take a Key Decision, it was therefore subject to Call In.

4.6 Risk Management

- 4.6.1 This procurement process was conducted in accordance with the Council's Contract Procedure Rules in order to ensure that a fair, open and transparent process was undertaken.
- 4.6.2 A risk register was created, taking into account the lessons learnt from the original tender process. This was updated and presented to the Project Board at regular intervals.
- 4.6.3 A summary of the key risks if contracts were not awarded included:
- If the contracts were not awarded to the recommended providers there would be a risk of reputational damage to the Council.
 - If the contracts were not awarded to the recommended providers there would be a risk of legal challenge from those organisations.
 - If the contracts were not awarded to the recommended providers there would be a risk that the existing services would cease and service users would no longer be able to access preventative support for older people.

5. Conclusions

- 5.1 The re-procurement process has benefited from the lessons learnt from the 2009 citywide Neighbourhood Networks procurement exercise, the 2010 independent review and the ongoing input from a range of stakeholders. This is particularly notable in both the approach taken to active engagement with existing and potential providers and the engagement of Elected Members. This ensured that the procurement was a transparent exercise with active engagement from a broad range of groups, throughout all stages of the exercise. It has resulted in a situation where all organisations involved felt informed of, and able to contribute appropriately to the procurement process.
- 5.2 Adult Social Care will continue to work with the five NN's, alongside the other thirty two NN's in Leeds, to assist the delivery and development of vital support services across the city, including their core business and the developing areas outlined in section 3.19, resulting in an outcome which will benefit older people within the East of Leeds, as well as across the city as a whole.

6. Recommendations

- 6.1 For Executive Board to note the award of the contracts for the NN's for the East of Leeds to the following organisations:
- Burmantofts area – Burmantofts Senior Action
 - South Seacroft area - South Seacroft Friends and Neighbours Scheme
 - Richmond Hill - Richmond Hill Elderly Action Limited
 - Swarcliffe area - Swarcliffe Good Neighbours Scheme
 - Crossgates - Crossgates & District Good Neighbours.
- 6.2 For Executive Board to note the procurement process taken and the implementation of lessons learnt from the 2010 Independent Review.
- 6.3 For Executive Board to note the continued importance and potential of the Networks in delivering the priorities associated with the Adult Social Care Better Lives for People in Leeds program.

7 Background documents¹

Delegated Decisions Panel Report, Request to approve the award of the contracts for the Neighbourhood Network Services for the East of Leeds, June 2012.

Independent Review of the Neighbourhood Network Procurement Process 2010

Executive Board Report June 2011

Equality, Diversity, Cohesion and Integration Screening Form.

The Time of Our Lives - Ageing Well in Leeds

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.