

Commissioning and Procurement Executive Committee – 11 January 2022

Subject:	Changing Futures – Procurement of Main Service		
Directors:	Katy Ball, Director of Commissioning and Procurement Lucy Hubber, Director of Public Health		
Portfolio Holder:	Councillor Adele Williams, Portfolio Holder for Adults and Health		
Report author and contact details:	Bobby Lowen, Commissioning Lead alan.lowen@nottinghamcity.gov.uk 0115 876 3571		
Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Subject to call-in	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Reasons:	<input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £750,000 or more	taking account of the overall impact of the decision	
			<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input type="checkbox"/> Yes <input type="checkbox"/> No
Type of expenditure:	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital		
Total value of the decision:	£2,170,868		
Wards affected:	All		
Date of consultation with Portfolio Holder(s):	22 December 2021		
Relevant Council Plan Key Outcome:			
Clean and Connected Communities	<input type="checkbox"/>		
Keeping Nottingham Working	<input type="checkbox"/>		
Carbon Neutral by 2028	<input type="checkbox"/>		
Safer Nottingham	<input checked="" type="checkbox"/>		
Child-Friendly Nottingham	<input type="checkbox"/>		
Healthy and Inclusive	<input checked="" type="checkbox"/>		
Keeping Nottingham Moving	<input type="checkbox"/>		
Improve the City Centre	<input type="checkbox"/>		
Better Housing	<input checked="" type="checkbox"/>		
Financial Stability	<input checked="" type="checkbox"/>		
Serving People Well	<input checked="" type="checkbox"/>		
Summary of issues (including benefits to citizens/service users):			
<p>This report seeks approval to procure services to allow for the substantial delivery of activity to assist people experiencing severe and multiple disadvantage under Nottingham's Changing Futures programme.</p> <p>The approval of the recommendations will allow for the wider delivery of operational activity under the programme from July 2022 (following Nottingham's successful bid for funding through the national Changing Futures programme) to build on the initial mobilisation approved in September 2021 and now being implemented.</p>			
Exempt information:	None		
Recommendations:			
1	To approve the use of funding to a maximum value of £2,170,868 to allow for the procurement of a range of activity to assist people experiencing severe and multiple disadvantage as detailed in Appendix 1.		
2	To approve to undertake a competitive tender to select provider(s) to deliver services detailed in Appendix 1.		
3	To delegate approval to the Director of Commissioning and Procurement to award contract(s) for the delivery of services to successful organisations in line with the outcome of the competitive tender.		

1. **Reasons for recommendations**

- 1.1 The approval of the recommendations will allow for the delivery of the substantial part of Nottingham's Changing Futures programme from July 2022 to the end of March 2024 in line with Nottingham's successful application for funding through the national Changing Futures programme.
- 1.2 A start date of the 1st July 2022 has been timed to allow for the transition to activity delivered under Changing Futures at the close of the existing Opportunity Nottingham programme on 30th June 2022.
- 1.3 The wider implementation of the programme will put in place a range of operational activity (see Appendix 1) designed to help improve the lives of people in the city who experience SMD in line with the delivery plan developed in partnership and approved by the National Changing Futures Team (see Appendix 2). SMD is defined under the Changing Futures programme as applying to people experiencing three or more of the following: homelessness, substance misuse, mental health issues, domestic violence, and interaction with the criminal justice system.
- 1.4 The operational delivery of the programme is expected to realise the significant benefit of improving the lives of vulnerable people, and the avoidance of serious negative outcomes (e.g. in relation to health, homelessness, offending, etc) and the associated demand and costs of reactive interventions (e.g. emergency homelessness responses, hospital attendances, etc) across the public sector.
- 1.5 The delivery of the programme is also expected to develop the foundations to enhance partnership efforts across the public and voluntary and community sector to improve the overall response to help people who experience SMD. The programme also aims to establish partnership planning in the longer term use of mainstream resources to help people experiencing SMD (e.g. through joined up planning, funding and delivery of services) on a sustainable basis beyond the end of the programme in March 2024.
- 1.6 Approval is sought to procure the main delivery service through a competitive tender to select the most suitable provider to meet the requirements of the service and to secure best value from resources available to deliver the programme.

2. **Background (including outcomes of consultation)**

- 2.1 Nottingham City Integrated Care Partnership (ICP) has agreed a priority of "supporting people who face multiple disadvantages to live longer and healthier lives".
- 2.2 At the outset of the pandemic, the Council worked in partnership through the ICP to ensure the delivery of an holistic response to meet the wider needs of rough sleepers (e.g. to attend to their physical and mental health, etc) to align with the additional accommodation and support provided by the Council through the 'Everyone In' scheme.
- 2.3 A growing partnership of organisations has continued to work together as part of an ICP programme to build on operational improvements during Everyone In (e.g. the enhanced coordination of frontline interventions across health, housing and other needs) to benefit a wider population of people experiencing

SMD. This partnership continues to explore opportunities for partners to improve how they work together in their planning, commissioning and delivery of services to achieve shared and organisational objectives and make the best use of their collective efforts and resources.

- 2.4 This work has benefited from the experience, learning and operational input provided through the existing Opportunity Nottingham (ON) programme. This programme has created the foundation for Nottingham's understanding of approaches that work best to help people experiencing SMD through its experience of direct delivery, wide and meaningful involvement of people with lived experience, and focus on learning and development. Funding for this programme (provided through the Big Lottery Fulfilling Lives programme) and the range of activity it currently provides is due to end at the end of June 2022.
- 2.5 In December 2021, the Ministry of Housing, Communities and Local Government (on behalf of cross-government partners) announced Changing Futures as a new programme designed to test innovative approaches and deliver lasting change in the way that local services work together to respond to help people who experience multiple disadvantage (defined as including a combination of homelessness, substance misuse, mental health issues, domestic abuse, and contact with the criminal justice system).
- 2.6 The national Changing Futures programme is underpinned by a £46m fund committed for work with a small number of pioneering local partnerships in line with the aims of the programme. Nottingham's ICP SMD partners (including people with lived experience) have worked together to develop a proposal for the local delivery of the programme which has been accepted and funded by MHCLG with an award of £3,878,673 for use from 2021/22 to the end of 2023/24. Approval for the Council to take receipt of this funding was approved by Commissioning and Procurement Sub-Committee on 14th September 2021.
- 2.7 Nottingham's Changing Futures programme seeks to build on approaches developed through Opportunity Nottingham and through the ICP SMD programme. This will include the continuation of key areas of operational service delivery intended to support the engagement of people experiencing SMD and to enable them to benefit from a range of other assistance, healthcare and support provided by other partners. In addition, the programme will seek to develop the structures and arrangements that enable ongoing collaboration between partners in their use of resources and planning of services, with the intention that this should continue beyond the end of the programme.
- 2.8 The initial mobilisation of the programme is now underway in line with approvals granted by Commissioning and Procurement Sub-Committee in September 2021. This includes the implementation of a number of new services designed to work in conjunction with the existing activity delivered by Opportunity Nottingham, as well as the continuation of some legacy activity previously funded through Opportunity Nottingham to prevent closure in the run up to the conclusion of the programme at the end of June 2022.
- 2.9 The implementation of the recommendations in this report will allow for the substantial delivery of operational activity set out in the Changing Futures delivery plan to transition from the close of Opportunity Nottingham at the end of June 2022.

3. Other options considered in making recommendations

- 3.1 Not to continue with the roll out of the Changing Futures programme. This option is rejected on the basis that not to deliver the programme would lose the opportunity to deliver significant expected benefits through the direct operational delivery of activity as well as the platform for strengthening the overall system response to assist people who experience SMD.
- 3.2 To not procure services by means of a competitive tender. This option has been rejected on the basis that procurement through a competitive tender is necessary to identify the most suitable provider to deliver the service and to ensure compliance with procurement law.

4. Consideration of Risk

- 4.1 Risk of challenges associated with the transition from activity delivered through the current Opportunity Nottingham programme to Changing Futures. The procurement of the new Changing Futures main service will proceed as quickly as possible in order to appoint a provider in time to allow for the planned transition to the new service.

5. Finance colleague comments (including implications and value for money/VAT)

- 5.1 None.

6. Legal colleague comments

- 6.1 None.

7. Other relevant comments

7.1 Procurement colleague comments

This report proposes the commissioning and procurement of services for the substantial delivery of activity to assist people experiencing severe and multiple disadvantage under Nottingham's Changing Futures programme. The procurement will be undertaken by the Procurement Team through a compliant tender in accordance with UK procurement regulations and the Council's Contract Procedure Rules. Any potential TUPE implications arising should be considered as part of the procurement process.

Julie Herrod – Lead Procurement Officer - 23 December 2021

8. Crime and Disorder Implications (If Applicable)

- 8.1 The implementation of the recommendations and delivery of the Changing Futures Programme is expected to make a substantial contribution towards reducing crime and disorder.

9. Social value considerations (If Applicable)

- 9.1 The delivery of the Changing Futures programme is expected to achieve significant social value through the delivery of assistance intended to improve circumstances and outcomes for vulnerable people. The opportunity to create additional social value will be considered as part of the approach to the procurement of services.

10. Regard to the NHS Constitution (If Applicable)

10.1 The development of Nottingham's Changing Futures programme and proposals set out in this report have been prepared in collaboration with NHS Nottingham and Nottinghamshire Clinical Commissioning Group.

11. Equality Impact Assessment (EIA)

11.1 Equalities considerations have been taken on board in the preparation of the development of proposals submitted to MHCLG for participation in the Changing Futures programme (see Appendix 2)

12. Data Protection Impact Assessment (DPIA)

12.1 DPIAs are currently being completed in relation to the implementation of the Changing Futures programme (to include arrangements needed for the sharing of data between partner organisations working together to support people experiencing SMD) and will be completed as needed for services prior to the award of contracts.

13. Carbon Impact Assessment (CIA)

13.1 A CIA is not required.

14. List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

14.1 Nottingham City Council Commissioning and Procurement Sub-Committee report "Changing Futures Programme for People Experiencing Severe and Multiple Disadvantage", 14th September 2021.

15. Published documents referred to in this report

15.1 None.