



# EXECUTIVE

**17 October 2019**

## SECOND DESPATCH

**Please find enclosed the following items:**

**Item 9** Future Islington Youth Offer

1 - 22

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## Report of: Executive Member for Children, Young People and Families

Meeting of:	Date:	Ward(s):
Executive	17 October 2019	List wards: All

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## **SUBJECT: Arrangements for securing key elements of the Islington youth offer from April 2020**

### **1. Synopsis**

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of Soapbox youth space from April 2020 in accordance with Rule 2.7 of the Council's Procurement Rules and approval of a decision to extend the current contracts for the operation, delivery and facilities management of Lift, Rose Bowl and Platform youth spaces from April 2020.
- 1.2 Islington currently secures parts of its offer of youth work for young people aged 13 and up through services which are delivered from Lift (45 White Lion Street), Platform (Tiltman Place, off Hornsey Road), Rose Bowl (St Paul's Park, off St Paul's Road) and Soapbox (69 – 85 Old Street).

There are currently three contracts in place, one for Lift and Platform, one for Rose Bowl and one for Soapbox. All three contracts expire on 31 March 2020.

The council wishes to openly procure a contract for the operation, delivery and facilities management of Soapbox youth space from April 2020. The intention is that this contract will run for up to 15 years, with provision for review every three years. The council further wishes to extend the existing two contracts for the management and operation of Lift and Platform (one contract) and Rose Bowl (one contract) youth provisions for a period of one year to April 2021 for the reasons set out in this report.

## **2. Recommendations**

- 2.1 To approve the procurement strategy for Soapbox youth space as outlined in this report.
- 2.2 To delegate authority to award the contract to the Corporate Director of People in consultation with the Executive Member for Children, Young People and Families.
- 2.3 To approve the extension of the existing two contracts for Lift and Platform (one contract) and Rose Bowl (one contract) as outlined in this report.

## **3. Background**

- 3.1 Islington currently secures an extensive offer of universal, or 'open for all' youth work for young people aged 13 and up. This is delivered borough wide, across the year and includes:
  - two integrated youth service hubs, Lift and Platform. These are borough wide provisions which provide a range of services and opportunities in high quality, aspirational spaces, including a 30 station gym, a commercial kitchen, an 80 seat theatre, 2 dance studios, recording and production spaces, 2 cafes and a roof terrace. A range of services are available to young people including careers guidance, sexual health and counselling. In 2018-19, 1,969 young people accessed Lift and 1,040 accessed Platform.
  - three youth centres, the Zone, Rose Bowl and Soapbox. These centres offer different opportunities depending on their facilities. The Zone is delivered by the council's Targeted Youth Support Service (TYS) and is outside the scope of this report. In 2018-19, 280 children and young people (aged 8 and up) accessed Rose Bowl and 841 accessed Soapbox.
  - a range of community based youth work and leisure opportunities delivered at Mary's Youth Club (St Mary's ward), Copenhagen Youth Project (Caledonian ward), Whittington Park Community Association (Junction ward) and Highbury Roundhouse (Highbury East ward).
  - Islington also supports a large range of other community provision through particular programmes and some small grants, including Islington Sports Academy, Islington & Finsbury Boxing Club, Access to Sports, Freightliners Farm, All Change Arts Inspire programme for young parents and pregnant young women and Prospex.
  - a comprehensive summer offer of engaging and exciting opportunities for those aged 13 and up ('Summerversity') and those aged 16 and up ('Launchpad'), which are delivered over the school summer holiday period.
- 3.2 This paper sets out the proposed procurement strategy for the re-procurement of a contract to operate and manage services delivered at Soapbox. There is currently one contract in place, which expires on 31 March 2020 and has no further provision for extension.

- 3.3 The intention is that the re-procurement of Soapbox will be managed without a service break for young people. Other arrangements will be made with regard to the other services set out in paragraph 3.1.
- 3.4 This paper also sets out a proposal to extend the existing two contracts for Lift and Platform (one contract) and Rose Bowl (one contract) in order to manage risk around any procurement being failed and to avoid there being a break in the offer for young people.
- 3.5 Youth work in Islington is commissioned with the clear intention that it will develop consistent, trusting relationships between young people and youth workers, over which young people have agency and in which they participate voluntarily. These relationships support young people through the adolescent phase and, through exposing them to a range of experiences, reflection and leadership opportunities, role modelling, coaching and mentoring, help them to make positive choices, reduce risks and cope with adversity. The intention is that in these ways, young people who are participating over time in high quality youth work relationships will develop social and emotional capabilities. These are, in turn, key protective factors which contribute to longer term outcomes, for example, their success in education, employment, community engagement and their positive physical and emotional health.
- 3.6 Estimated value

The overall council investment for the elements of the youth offer in the scope of this procurement strategy is up to £705,000 per annum for 2020-21 (of which £175,000 is the contract value for Soapbox). This investment is council core funding. The anticipated total contract value over a 15-year contract period for Soapbox is up to £2.625 million. The recommended contract length will maximise opportunities for levering in additional revenue and capital funds over the 15-year period, ensuring the future quality of the building for young people.

The proposed contract structure over 15 years will allow for reviews every three years.

It is proposed that the existing two contracts for Lift and Platform and for Rose Bowl will be extended for one year to the end of March 2021 in line with the existing contract values for the reasons in the options appraisal set out at paragraph 3.8.

Friends of the Rose Bowl (FoRB) is a group of residents whose members live in the Canonbury ward which is currently contracted by the council to contribute £50k per annum to support the offer delivered at the Rose Bowl. The council works closely with FoRB and there are established co-commissioning arrangements in place. Discussions have taken place with FoRB and they have confirmed that they will enter into further contracts with the council for a minimum of £50k per annum to support work at the Rose Bowl. The FoRB investment is in addition to the council investment set out in the paragraph above.

Large-scale service transformation in the borough's offer of emotional wellbeing and mental health support for young people has identified a range of new functions and roles within a new system. One of the new functions is a 'social offer'. In the new

system, this will be offered to some young people following a clinically-led triage at a central point of access. The social offer will support young people through their participation in a range of existing open for all and targeted opportunities, such as youth work, sports, arts and cultural activities.

There is an understanding that navigating the 'social offer' is likely to be challenging for many young people. In order to ensure that they are able to access and benefit from a curated offer that meets their needs, a new youth work-led post, the emotional wellbeing worker (EWB worker) has been identified. Three posts have been established and an annual budget of £140,000 has been allocated by the CCG. The allocation of this resource will be managed through the proposed contract extension for one year and is in addition to the core council resource set out above.

Islington currently secures a high quality offer of opportunities for young people delivered across the summer holiday period; 'Summerversity' (for those aged 13 and up) and 'Launchpad' (for those aged 16 and up). There is £120,000 of core council resource to support these offers. The allocation of this will be managed through the proposed contract extension for one year and is in addition to the core council resource set out above.

The additional investment set out above brings the total contract value for the two contract extensions for the operation, management and facilities management of Lift, Platform and Rose Bowl to:

Lift and Platform: £480K core council + £120k (core council summer offer), + £140k (CCG, EWB workers) = £740k

Rose Bowl: £50k (core council) + £50k FoRB = £100k

Lift and Platform are large, very high-quality buildings which hold significant capacity, allowing for a range of activity to be delivered including support for those who are more vulnerable, eg those who are outside education, as well as income generation activities. Over the last eight years, the council has worked with the market to develop an operational model which delivers commercial activity during the day in term times, which is flexible enough to allow day time youth work programmes to be made available when they are required and which generates significant additional revenue, the surplus of which is invested back into the offer for young people. The commercial activity also delivers social value outcomes for and with young people, for example through providing part time employment, apprenticeships and leadership opportunities. The significant additional revenue raised, principally by Lift, currently provides a cross-subsidy to the Rose Bowl of around £80k per annum as the contracts to operate Rose Bowl and Lift and Platform are held by the same provider. This additional investment is required in order to continue to provide the current offer at Rose Bowl. Commercial activity has not been significantly explored in the delivery of the current contract for Soapbox.

In all the proposed new and extended arrangements, across Lift, Platform and Soapbox, which are of a similar quality, the council will require significant additional revenue to be raised, the surplus from which will be re-applied in full to the youth offers delivered within the spaces. The additional income will supplement the council investment set out above and is necessary in order for the current youth offers to

continue to be delivered in both quality and scope. The requirements of the council will be significant.

The intention is to let a contract and the aligned lease for Soapbox for up to 15 years in order to maximise the quality of the offer for young people and to develop some commercial activity. There will be a requirement in the new contract for the provider to contribute to the development of the building as a youth, community and commercial venue and the longer lease will enable the council to maximise the ability of the appointed provider to lever in additional resources.

A number of options have been appraised in relation to securing the management, operation and facilities management of Lift and Platform and Rose Bowl:

**Option A:** procure contracts for the management, operation and facilities management of Lift and Platform (one contract) and Rose Bowl (one contract) from April 2020

**Option B:** procure one contract for the management, operation and facilities management of Lift, Platform and Rose Bowl (one contract)

**Option C:** Insource the management, operation and facilities management of the three spaces

**Option D:** Extend for one year the existing two contracts for the management, operation and facilities management of Lift and Platform (one contract) and Rose Bowl (one contract) from April 2020

### 3.7 Procurement timetable with regard to the management, operation and facilities management of Soapbox

<b>Activity</b>	<b>Date</b>
Publication of Soapbox opportunity to the market	October 2019
Approximate date of contract award for Soapbox	December 2019
Mobilisation period for Soapbox contract	January – March 2020
Contract start date for Soapbox	1 April 2020

The tenders will be conducted in one stage, known as the Open Procedure, as the tender is 'open' to all organisations who express an interest. The Open Procedure includes minimum requirements which organisations must meet before the rest of their tender is evaluated.

3.8 Options appraisal with regard to the management, operation and facilities management of Lift and Platform and Rose Bowl

<b>Option</b>	<b>Benefits</b>	<b>Risks</b>
<p><b>Option A:</b> procure contracts for the management, operation and facilities management of Lift and Platform (one contract) and Rose Bowl (one contract) from April 2020</p>	<ul style="list-style-type: none"> <li>• An offer for young people which is fit for purpose for the first three years of the contract would be identified</li> <li>• A more diverse offer for young people could be secured</li> </ul>	<ul style="list-style-type: none"> <li>• The requirements of the council would be demanding, including raising significant additional revenue</li> <li>• Lift and Platform are complex buildings, requiring significant FM and technical expertise</li> <li>• The council is not assured that satisfactory tenders for both contracts would be received</li> <li>• Very high risk of failed procurements</li> <li>• FoRB would not agree to this option as it would not allow the delivery of the desired offer at the Rose Bowl</li> </ul>
<p><b>Option B:</b> procure one contract for the management, operation and facilities management of Lift, Platform and Rose Bowl (one contract)</p>	<ul style="list-style-type: none"> <li>• An offer for young people which is fit for purpose for the first three years of the contract would be identified</li> <li>• The offer at the Rose Bowl would be safeguarded as a cross subsidy from commercial activity at Lift and Platform could be applied</li> </ul>	<ul style="list-style-type: none"> <li>• The requirements of the council would be demanding, including raising significant additional revenue</li> <li>• Lift and Platform are complex buildings, requiring significant FM and technical expertise</li> <li>• The council is not assured that satisfactory tenders would be received</li> <li>• Very high risk of a failed procurement</li> </ul>
<p><b>Option C:</b> Insource the management, operation and facilities management of the three spaces</p>	<ul style="list-style-type: none"> <li>• An offer for young people which is fit for purpose for the first three years of the contract would be identified</li> <li>• The offer at the Rose Bowl would potentially be safeguarded</li> </ul>	<ul style="list-style-type: none"> <li>• There is insufficient resource available to support insourcing without radical changes to the youth offer, as projections estimate that to deliver a similar service in-house is</li> </ul>

		<p>likely to cost three times the available budget</p> <ul style="list-style-type: none"> <li>• There is a risk of service disruption as mobilisation timeline is likely to extend beyond 1 April 2020</li> <li>• FoRB have indicated that they would not support this option</li> </ul>
<p><b>Option D:</b> Extend the existing two contracts for the management, operation and facilities management of Lift and Platform (one contract) and Rose Bowl (one contract)</p>	<ul style="list-style-type: none"> <li>• The buildings and services would continue to be operated to a high quality for a year</li> <li>• Significant commercial income would continue to be raised and applied to the youth offer</li> <li>• The offer at the Rose Bowl would be safeguarded for a year</li> <li>• This option allows time for the council to work with partners and young people to explore new operating and potential contracting models which maximise the offer for young people and the raising of additional revenue</li> <li>• The current holder of these two contracts has indicated that it is in agreement to this arrangement</li> </ul>	<ul style="list-style-type: none"> <li>• There is a risk of market challenge to any contract extensions</li> <li>• The current providers may not wish to extend the current contracts by 12 months</li> <li>• Potential drift in outputs and outcomes that are currently exceeding targets</li> <li>• Lack of engagement from the market during the next 12 months, limiting options for review of the strategy in preparation for procurement next year</li> </ul>

The recommended option is **option D** as this:

- Safeguards the offer for young people across the three services
- Secures the offer at Rose Bowl
- Maximises the opportunities to develop and shape new operating models for future procurement

### 3.9 **Key Considerations**

The provider appointed to manage and operate Soapbox will be required to deliver a minimum of 1 apprenticeship place for a local young person (aged up to 25 at the point of commencement) for every £1million of council expenditure on this contract. However, the intention is for the specification to be more ambitious, building on the current approach of young people playing a key part in the operational activity in the building, for example, through part time employment. Specific requirements for the numbers of apprenticeships and other work-related opportunities will be set out in the specification and will be developed with young people.

Additional work has taken place to engage young people in the process for developing the service specification for Soapbox. This has been led by the Islington Youth Council and has included specific work at Soapbox.

The provider will be required to develop and maintain a wide range of strategic and operational relationships with other open for all services such as schools and other providers of youth work and informal education and leisure, targeted services such as the targeted early help offer and statutory services such as children's social care.

The specification for this contract will set out requirements for Soapbox to be further developed as 'community youth space' which will provide an effective focus for the youth work in the community surrounding the setting as well as an offer which attracts more and different young people from across the borough. The community youth space aspects will be driven through effective partnerships, flexible, outward facing work, the needs of the young people in the area, emerging issues related to the safety and safeguarding of young people and their interests and concerns. Currently, Soapbox offers exciting provisions related to creative industries and entrepreneurship. This has led to particular opportunities around employment access and access for young people with SEND. To augment this the intention is to ensure the principals of relationship based youth work are expanded.

The provider will be required to deliver a range of employment-related opportunities for young people that are generated through commercial activities and youth work delivery, eg part time jobs, encounters with the world of work that are part of the 100 hours' experience as well as cultural opportunities through the '11 by 11' initiative.

The provider will be required to raise additional income as set out in paragraph 3.6. The council will require that the full surplus generated to be re-applied to the services delivered within the specifications for these contracts. The providers will be expected to have appropriate financial management and reporting arrangements in order that the council can be assured that surplus is not directed to any other parts of the organisation's delivery or staffing.

London Living Wage has been considered in a separate report and it will be a requirement that all paid members of staff including young employees, and where reasonable apprentices and trainees, will be paid the London Living Wage where permitted by law.

There may be TUPE, pensions and staffing implications to be considered as part of the contract. These will be published with the procurement documents to ensure that the market can respond adequately to what is required.

### 3.10 Evaluation

The tender for Soapbox will be conducted in one stage, known as the Open Procedure as the tender is 'open' to all organisations who express their interest in the tender. The Open Procedure includes minimum requirements which the organisation/s must achieve before their evaluation Award Criteria is considered.

The procurement will be conducted in accordance with the Public Contracts Regulations 2015. The procurements are subject to the light-touch regime under Section 7 Social and Other Specific Services. Under Regulation 76 the council is free to establish a procedure, provided that procedure is sufficient to ensure compliance with the principles of transparency and equal treatment of economic operators (service providers). It is anticipated the approach will use a one stage tender, potentially using negotiation as appropriate. This means that any interested economic operator (service provider) may submit a tender in response to the advertisement.

The Council will reserve the right to award the contract on the basis of initial tenders without negotiation where this offers value for money. The council reserves the right to not award the contract/s if the received tenders do not offer value for money.

The proposal is to split the evaluation criteria 30% cost and 70% quality

#### Cost 30%

1. Financial forecast in line with the length of the service contract	10%
2. Business and social model for commercial activities and income generation, including re-investment plans	20%

#### Quality 70%

3. Proposed approach to delivery of outcomes for young people including: delivery and evidence of outcomes and outputs as described in the service specification; approach to delivering a co-produced youth work programme; tools and methodologies for measuring the outputs and outcomes achieved; effective delivery of earliest help through high quality youth work relationships	10%
4. Proposed approach to contract mobilisation including: marketing, promotion and communication; TUPE, staff recruitment and training; community engagement; working with the council, including commissioners and other key professionals; business continuity planning and consistency in service delivery for young people	10%

5. Proposed approach to partnerships including: developing the reputation of a broad, connected and locally focussed offer for young people that meets the needs of specific communities; the approach to integrated working with open for all organisations (play and youth) as well as professionals in targeted and specialist services; collaborating with local, regional and national partners to engage in strategic developments for young people;	10%
6. Proposed approach to business planning including: income generation and reinvestment across the youth portfolio; young people's involvement; fundraising in partnership with the council for both revenue and capital initiatives; creation of spaces for complementary services	10%
7. Proposed approach to delivering social value, eg, employment opportunities for young people, including apprentices; engagement with the council's commitment to 100 hours of experience of the world of work for all Islington young people; leadership opportunities within the organisation	10%
8. Proposed approach to safeguarding, early intervention and earliest help including: policies and procedures; staff training and development; holistic approaches to working with young people in need of additional support; safeguarding issues specifically focussed on supporting young volunteers and employees	10%
9. Proposed approach to facilities management	10%

### 3.11 Business Risks

The market for the delivery of quality youth work has declined over the past decade due to national structural changes in the funding base for 'open for all' work with young people. These changes are mainly connected with pressures in council budgets across London and beyond, resulting in decisions being taken to focus resources on targeted early help approaches, at the expense of open for all youth work which has reduced the size of the regional and national market. In addition, the provider market in Islington is small and it is not likely that there will be a significant number of quality tenders submitted.

A market test questionnaire was published to the market on the London Tenders' Portal in April 2019 and was circulated to all current providers. The London Tenders Portal is the public sector procurement portal for 22 London boroughs and therefore has a good reach into markets relevant to this procurement strategy. The market test generated two responses. One provider declared an interest in being a partner or sub-contractor only and the other expressed an interest in tendering for contracts for Lift, Platform and/or Rose Bowl. There was no interest shown in tendering for a contract to operate Soapbox. Following this, further local market warming has taken place through local networks, eg Voluntary Action Islington and the Children and Young People's Voluntary Sector Forum. This has resulted in the receipt of expressions of interest for both Platform and Soapbox but none for Lift and Rose Bowl.

The tendering providers will be asked to demonstrate their experience of and expertise in delivering quality relationship-based youth work which is focused on co-production with young people and on the delivery of social and emotional capabilities for its beneficiaries. Providers will be asked to set out their approach to the delivery of youth work and there will be an expectation that this will demonstrate an understanding of and commitment to best practice and the latest thinking. Providers will also need to set out a business model for the raising of additional income in the context of Soapbox and robust facilities management processes to ensure that it is of the highest quality for young people. This package of expectations is demanding.

The proposed 15-year lease will include reviews at three year intervals to allow for assessment of the arrangements to take place to ensure that they remain fit for purpose over the length of the contract. In the context of the requirement for the appointed provider to raise income to support both the youth offer and capital development of the building, the council will need to consider how reviews in the contract and lease will impact on providers' ability to bid for grant funding or loan capital.

The intention is that a leases at a peppercorn rent will be made available on Soapbox and that its quality, size and location will be of interest to a small, but suitably qualified and experienced market of providers. The length of the proposed contract and lease will also stimulate the market and the council is confident that appropriate tenders will be received for this contract. The overall business risk is assessed as low. Further market stimulation and development work is ongoing in order to maximise the quality and quantity of tenders received.

The council will need to consider business risks connected to business rate relief and the potential changes to the discretionary elements, the current arrangements for which cease at the end of March 2020. The provider which is currently delivering the management of these services is in receipt of 100% business rate relief, which is a significant subsidy of the Soapbox youth offer.

Inflationary pressures will also need to be considered in the context of the current political and economic uncertainty. The council generally views inflationary pressure as a risk to be borne solely by providers, however it may be appropriate to consider different arrangements should this put a brake on the market.

4. The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

- 4.1 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

Relevant information	Information/section in report
1 Nature of the service	<p>The operation, delivery and facilities management of Soapbox youth space from April 2020 See paragraph 3.1 to 3.3</p> <p>The extension of the current contracts for the operation, management and facilities management of Lift and Platform and Rose Bowl youth spaces for one year to April 2020. See paragraph 3.4</p>
2 Estimated value	<p>The estimated value of the Soapbox contract per year is up to £175k (core council investment)</p> <p>The agreement is proposed to run for a period of three (3) years with four (4) options to extend for up to three (3) years each (3+3+3+3), giving a total possible duration of nine fifteen (15) years.</p> <p>The total estimated value across the life of the contract if all extensions are utilised is £2.625 million.</p> <p>See paragraph 3.6</p> <p>The total value of the 2 contract extensions are: Lift and Platform: £740,000 and Rose Bowl: £100,000</p>
3 Timetable for the Soapbox procurement:	<ul style="list-style-type: none"> <li>• Adverts: October 2019</li> <li>• Evaluation: early December 2019</li> <li>• Contract award: end December 2019</li> </ul> <p>Start date: 1 April 2020</p> <p>See paragraph 3.7</p>
4 Options appraisal for tender procedure including consideration of collaboration opportunities	<p>The recommended procurement option is <b>option D</b> as this safeguards the offer for young people across the three services secures the offer at Rose Bowl and mitigates against significant procurement risk</p> <p>See paragraph 3.8</p>

5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	Due consideration has been given to these key areas and the proposed strategy is compliant and delivers significant additional social value for young people  See paragraph 3.9
6 Award criteria	The award criteria breakdown for the Soapbox contract is 30% price / 70% quality.  The award criteria price/quality breakdown is more particularly described within the report.  See paragraph 3.10
7 Any business risks associated with entering the contract	Business risk of the proposed procurement is considered to be low. The quality of the Soapbox building, the established nature of the current service, 15-year lease and peppercorn rent will stimulate the market. Market development work support this assessment.  See paragraph 3.11
8 Any other relevant financial, legal or other considerations.	See paragraphs 5.1 – 5.4

## 5. Implications

### 5.1 Financial implications:

The Council currently spends £850k per annum on youth services through these venues, including investment in the summer youth work offer. The tender evaluation will require close scrutiny of business cases to ensure the proposals to generate additional revenue to reinvest in provision are robust.

The 15-year contract term will have a break clause every 3 years.

### 5.2 Legal Implications:

#### Procurement strategy for Soapbox

The Council has power to provide the offer of youth work under the General Power of Competence set out in section 1 of the Localism Act 2011. The services described in this report are not subject to any other statutory provision. The Council has power to enter into contracts with providers of such services under section 1 of the Local Government (Contracts) Act 1997.

The Executive may provide Corporate Directors with responsibility to award contracts with a value over £2 million using revenue money and over £5 million using capital money (council’s Procurement Rule 16.2).

The services being procured are subject to the light touch regime set out in Regulations 74 to 77 of the Public Contracts Regulations 2015 (the Regulations). The threshold for application of this light touch regime is currently £615,278.00. The value of the proposed contracts is above this threshold. It will therefore need to be advertised in the Official Journal of the European Union (OJEU). There are no prescribed procurement processes under the light touch regime. Therefore, the council may use its discretion as to how it conducts the procurement process provided that it: discharges its duty to comply with the Treaty principles of equal treatment, non-discrimination and fair competition; conducts the procurement in conformance with the information that it provides in the OJEU advert; and ensures that the time limits that it imposes on suppliers, such as for responding to adverts is reasonable and proportionate. Following the procurement, a contract award notice is required to be published in OJEU. The council’s Procurement Rules require light touch contracts over the value of £500,000.00 to be subject to competitive tender.

In compliance with the requirements of the light touch regime in the Regulations and the council’s Procurement Rules the proposal outlined in the report is to advertise a call for competition in OJEU and procure the service using a competitive tender process.

The Council has the power under s123 of the Local Government Act 1972 to grant the proposed lease of the property at a peppercorn to the service provider for up to a term of seven years without the need for Secretary of State’s consent.

### Extension of contracts

	<b>Contract 1 Lift and Platform</b>	<b>Contract 2 Rose Bowl</b>
Original contract duration	5 years (coming to an end in March 2020)	5 years (coming to an end in March 2020)
Value of contract as originally procured (council’s core cost)	£480k pa (£2.4m over 5 years)	£100k pa (£50k core council + £50k from Friends of Rose Bowl) (£500k over 5 years)
Increase in value of contract that took effect in year 5 of the contract	£120k (summer offer)	N/A
Proposed increase for extended year of contract (year 6) from 2020/21: £140k (CCG, EWB workers)	£140k (from CCG)	£100k

Total increase in value of originally procured contract with proposed extension to year 6	£260k	£100k
Proposed change to contract duration	20%	20%
Proposed change to contract value	15.8%	20%

### Contract 1 – Lift and Platform

A change of 20% to the contract duration is likely to amount to a significant change that requires a new contract to be procured. The Council’s Procurement Rules would require contracts of such value to be subject to a minimum of 4 competitive written quotations (Procurement Rule 1.7.2, Table 2b). The value of the proposed extension is below the threshold of £615,278.00 for purposes of the Public Contracts Regulations 2015.

There is some risk of procurement challenge in extending the contract for one year as proposed in the report. However the services being procured are ‘light touch’ for purposes of the Regulations in relation to which the requirements of the Regulations are less prescriptive and the value of the extension falls below the applicable threshold. Also, market research described in the report suggests that the market for the services being procured is weak, which is likely to reduce the risk of challenge. Therefore, the benefits of approving the contract extension as requested may be greater than the potential risk of procurement challenge.

### Contract 2 – Rose Bowl

A change of 20% to the contract duration is likely to amount to a significant change that requires a new contract to be procured. The Council’s Procurement Rules would require contracts of such value to be subject to a minimum of 4 competitive written quotations (Procurement Rule 1.7.2, Table 2b). The value of the proposed extension is below the threshold of £615,278.00 for purposes of the Public Contracts Regulations 2015.

There is some risk of procurement challenge in extending the contract for one year as proposed in the report. However, the services being procured a ‘light touch’ for purposes of the Regulations in relation to which the requirements of the Regulations are less prescriptive and the value of the extension falls below the applicable threshold. Also, market research described in the report suggests that the market for the services being procured is weak, which is likely to reduce the risk of challenge. Therefore, the benefits of approving the contract extension as requested may be greater than the potential risk of procurement challenge.

## 5.3 **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:**

The main environmental impact of the youth offer is the use of energy, water, and waste generation on the sites. However, the specification/s will require that this

impact is kept to a minimum, with ecological efficiencies identified wherever possible. Organisations running youth centres have a vested interest in ecologically sound practice, with council commissioners ensuring this is adhered to through robust contract monitoring and quality assurance processes in place over the life of the contracts.

#### 5.4 **Resident Impact Assessment:**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

The services to be procured are likely to have positive impacts on residents of all ages as young people are supported through high quality youth work relationships to make the most of their teenage years and contribute positively to their communities. The service specifications will require providers to have robust policies and procedures in place to ensure that the services provided eliminate discrimination, harassment and victimisation and to advance equality of opportunity.

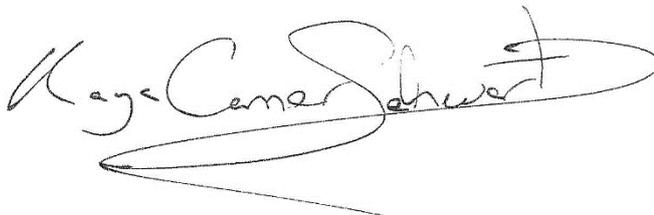
### 6. **Reason for recommendations**

6.1 The option to procure a contract for the operation, management and facilities management of Soapbox is recommended as this creates the best option for securing a high quality offer in a high quality building for young people for up to the next 15 years.

Option D is recommended in relation to securing services at Lift, Platform and Rose Bowl for a year to March 2020 because this best mitigates the risk of failed procurements and secures the best offer for young people in this timeframe.

Final report clearance:

**Signed by:**



11 October 2019

Councillor Kaya Comer-Schwartz  
Executive Member for Children, Young People  
and Families

Date

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## Resident Impact Assessment

**Title of policy, procedure, function, service activity or financial decision: Procurement of contracts for the operation, delivery and facilities management of key elements of the Islington youth work offer from April 2020**

### 1. What are the intended outcomes of this policy, function etc?

Islington currently secures parts of its offer of youth work for young people aged 13 and up through services which are delivered from Lift (45 White Lion Street), Platform (Tiltman Place, off Hornsey Road), Rose Bowl (St Paul's Park, off St Paul's Road) and Soapbox (69 – 85 Old Street).

There are currently three contracts in place, one for Lift and Platform, one for Rose Bowl and one for Soapbox. All three contracts expire on 31 March 2020 and have no further provision for extension.

The council wishes to openly procure two contracts for the management and delivery of all four buildings and services. The intention is that these contracts, one for Lift, Rose Bowl and Soapbox and one for Platform, will run for up to 15 years, with provision for review every three years.

Youth work in Islington is commissioned with the clear intention that it will develop consistent, trusting relationships between young people and youth workers, over which young people have agency and in which they participate voluntarily. These relationships support young people through the adolescent phase and, through exposing them to a range of experiences, reflection and leadership opportunities, role modelling, coaching and mentoring, help them to make positive choices, reduce risks and cope with adversity. The intention is that in these ways, young people who are participating over time in high quality youth work relationships will develop social and emotional capabilities. These are, in turn, key protective factors which contribute to longer term outcomes, for example, their success in education, employment, community engagement and their positive physical and emotional health

## 2. Resident Profile

Who is going to be impacted by this change i.e. residents/service users/tenants? Please complete data for your service users. If your data does not fit into the categories in this table, please copy and paste your own table in the space below. Please refer to **section 3.3** of the guidance for more information.

		<b>Borough profile of 13 to 19 year olds</b>	<b>Service User profile (whole youth offer)</b>
		<b>Total: 14054</b>	<b>Total: 4578</b>
<b>Gender</b>	<b>Female</b>	<b>46%</b>	<b>46.2%</b> using youth who are female
	<b>Male</b>	<b>54%</b>	<b>53.3%</b> using youth who are male
<b>Disability</b>	<b>Disabled</b>	<b>4%</b> 13-19 yo's with disability	<b>Unknown%</b>
	<b>Non-disabled</b>	<b>96%</b> 13-19 yo's without	<b>Unknown%</b>
<b>Sexual orientation</b>	<b>LGBT</b>	<b>No data</b>	<b>Unknown</b>
	<b>Heterosexual/straight</b>	<b>No data</b>	<b>Unknown</b>
<b>Race</b>	<b>White</b>	<b>47.3%</b>	<b>44.9%</b>
	<b>Mixed/dual</b>	<b>11.8%</b>	<b>11.5%</b>
	<b>Asian/ Asian British</b>	<b>8.4%</b>	<b>3.1%</b>
	<b>Black/Black British</b>	<b>23.9%</b>	<b>21.3%</b>
	<b>Chinese</b>	<b>0.6%</b>	<b>0.8%</b>
	<b>Any other ethnic group</b>	<b>6.4%</b>	<b>4.9%</b>
	<b>Info not obtained</b>	<b>%</b>	<b>13.5%</b>

These contracts will also be engaging with the 19+ age range, of which there is little data that can be provided outside of the general census figures.

## 3. Equality impacts

With reference to the [guidance](#), please describe what are the equality and socio-economic impacts for residents and what are the opportunities to challenge prejudice or promote understanding?

Through the procurement of these contracts, the council is likely to be addressing discrimination based on age as quality youth work supports young people, helps them to develop their confidence and agency and also to find their voice within their community. Youth work also contributes to young people's safety by providing relationships with trusted, trained adults who can provide a listening ear, advice, guidance and mentoring and signposting to targeted services as and when needed.

The specifications for these services will also address wider needs of young people and, for example, contribute to their employability through programmes of personal and skills development.

There are no other equalities impacts of this procurement strategy.

## 4. Safeguarding and Human Rights impacts

### a) Safeguarding risks and Human Rights breaches

Please describe any safeguarding risks for children or vulnerable adults AND any potential human rights breaches that may occur as a result of the proposal? Please refer to **section 4.8** of the [guidance](#) for more information.

None

If potential safeguarding and human rights risks are identified then please contact [equalities@islington.gov.uk](mailto:equalities@islington.gov.uk) to discuss further:

## 5. Action

How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information?

For more information on identifying actions that will limit the negative impact of the policy for protected groups see the [guidance](#).

Action	Responsible person or team	Deadline
N/A		

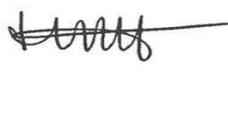
Please send the completed RIA to [equalities@islington.gov.uk](mailto:equalities@islington.gov.uk) and also make it publicly available online along with the relevant policy or service change.

**This Resident Impact Assessment has been completed in accordance with the guidance and using appropriate evidence.**

Staff member completing this form:

Head of Service or higher:

Signed: 

Signed: 

Date: 06/07/2018

Date: 11/07/2019

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