

Strategic Commissioning and Investment
222 Upper Street
London, N1 1XR

Report of: Executive Member for Health and Social Care

Meeting of: Executive

Date: 14 March 2024

Ward(s): All

Subject: Procurement Strategy for the Mental Health Recovery Pathway

1. Synopsis

- 1.1. This report seeks approval for the procurement strategy in respect of the Mental Health Recovery Pathway service in accordance with Rule 2.8 of the Council's Procurement Rules.
- 1.2. The Mental Health Recovery Pathway service will provide a comprehensive proactive mental health early intervention and prevention offer for adults in Islington. Through a range of community interventions, the service will deliver recovery-focused practical and emotional wellbeing support to build resilience and achieve positive outcomes with residents.
- 1.3. 'Mental Health Recovery Pathway' is the terminology currently in use in the borough. It is our intention to work with residents and the market, prior to tender publication, to review the name of the service to ensure it accurately reflects the offer and is meaningful to residents.

2. Recommendations

- 2.1. To approve the procurement strategy for the Mental Health Recovery Pathway as outlined in this report.

- 2.2. To delegate authority to award the contract to the Director for Adult Social Care following consultation with the Executive Member for Health and Social Care.

3. Background

- 3.1.1. Under the Care Act 2014 (Care Act) the Council has a statutory duty to provide or arrange services that help prevent, reduce, or delay people's needs for care and support. The principle of promoting individual wellbeing is embedded throughout the Care Act.
- 3.1.2. The Council is committed to early intervention and prevention and in 2023 published [Fairer Together – a strategy for early intervention and prevention in Islington](#). Early intervention and prevention means identifying and providing effective early support to prevent issues escalating into more complex and costly responses, often with poorer outcomes. Effective early intervention and prevention can prevent problems occurring or reoccurring and thereby reducing the pressure on public services, and instead building resilience in communities. In Islington, we see early intervention and prevention as:
- proactive not reactive
 - focused on building capacity and relationships
 - joined up and rooted in communities
 - reducing the need for crisis or statutory services.
- 3.1.3. Islington Adult Social Care's vision is for Islington to be a place made up of strong, inclusive and connected communities, where regardless of background, people have fair and equal access to adult social care support that enables residents to live healthy, fulfilling and independent lives. The new service will align with Adult Social Care's operating model by proactively taking all opportunities to build on people's strengths, maximise their independence and connecting them with their community, ensuring equality and fairness throughout.
- 3.1.4. Islington has the highest prevalence of serious mental illness across North Central London (NCL) (1.4%) and is above the London and England averages of 0.9% and 1.1%, respectively. As of January 2023, there were 4,133 patients recorded on GP registers with a Serious Mental Illness (SMI) in Islington.
- 3.1.5. Residents with mental health needs experience inequalities in life expectancy. Premature death rate for residents in Islington with a serious mental illness is three times higher than the rest of the population.
- 3.1.6. As of 2020/21 Islington had 11% recorded prevalence of depression (compared to London 9% and England 12%) and 1.4% prevalence of schizophrenia, bipolar affective disorder and other psychoses (compared to England 0.95%). As of

2019/21 suicide rate was 7.9 per 100,000 (compared to London 7.2 and England 10.4).

- 3.1.7. 597 people were receiving adult social care support for a mental health problem at the end of 2021/22. 65% were living independently (compared to London 61% and England 58%). The majority of people who were receiving long term mental health support received it in the form of home care (25%) in 2021/22. This suggests Islington has made positive progress with regards supporting people with mental health problems to live independently and increases the importance of having a robust community-based early intervention and prevention offer to wrap around these individuals and mitigate risks of their needs increasing.
- 3.1.8. Officers completed a review of the current service, and wider voluntary and community sector (VCS) mental health early intervention and prevention provision, to inform the design and development of the new service. This review is a workstream of Islington's Integrated Care Board – Mental Health and Care Work Programme. The review highlighted opportunities to create a more integrated and holistic offer of support for residents which delivers better outcomes and improved value for money. The review identified what is important to residents, which included having access to groups and support which can meet fluctuating needs, opportunities to take part in a range of activities and access to peer support.
- 3.1.9. The Council is committed to modernising mental health day opportunities provision, moving to a more community-based model and is taking a phased approach to achieve the strategic direction for this service. In order to fully implement the recommendations from the review, it is our intention to work in partnership with the market and experts by experience to codesign a long-term model for mental health early intervention and prevention service delivery in Islington, including ensuring that we are making most effective use of our community assets across the borough. To support this process, it is our intention to draw upon independent external expertise in the codesign, inclusion and personalisation of the service. This expertise is anticipated to be sourced from Public Sector external consultancy to enable residents to be actively involved in developing the strategic direction.
- 3.1.10. The Council currently commissions the Mental Health Recovery Pathway and Music Engagement and Recovery Service as separate contracts however it is proposed for these to be integrated in the procurement of a single contract which will integrate both services since these community-based services, commissioned on behalf of Adult Social Care and NCL Integrated Care Board (ICB), contribute to overarching mental health recovery outcomes. Performance data indicates that in 2022/23 1,028 people accessed day opportunities, 394 accessed psycho-social

support and 263 accessed music sessions in hospital and in the community which is evidence of need and demand for these services. The current contracts end on 31 October 2024.

- 3.1.11. The Council intends to procure a new service pursuant to a competitive procedure with a contract start date of 1 November 2024.
- 3.1.12. The new service will enhance opportunities for building resilience to reduce or prevent escalation of needs, supporting people to self-manage conditions and live well in the community. Community interventions delivered through the new service are likely to include workshops and groups, practical help and short-term one-to-one support, activities and projects, access to volunteering opportunities and peer support.
- 3.1.13. The new offer will make best use of Public Health led initiatives, such as smoking cessation and prevention of coronary heart disease, with the aim of reducing health inequalities. Examples of this are likely to include:
 - Maximising colocation opportunities with Public Health-commissioned services
 - Ensuring that staff feel confident and have the skills and knowledge to have conversations with residents about support services available in the borough.
- 3.1.14. The NHS Long Term Plan sets out an ambition for delivering community-based physical and mental care for 370,000 people with severe mental illness a year by 2023/24. The development of 'core' community mental health teams within the Mental Health Trust has been central to implementation of this ambition. The new service will align with care provided by core teams to ensure people receive more coordinated care and support.
- 3.1.15. The service will create safe, welcoming spaces for residents with mental health needs, with specific provision for some protected characteristic groups including LGBTQ+, women and young people, whilst also improving equity of access for all.
- 3.1.16. To avoid risks of overlap and duplication, the service is being designed with consideration of other areas of council investment in early intervention and prevention provision and the Voluntary and Community Sector (VCS), including Bright Lives Alliance, Islington Access Hubs and VCS Partnership Grants Programme 2024-2028.
- 3.2. The new service specification will be co-designed with residents and partners to reflect resident wants and needs and to align with support provided by statutory and VCS partners. This will include reviewing the name of the service to ensure it accurately reflects the offer and is meaningful to residents.

3.3. **Estimated value**

- 3.3.1. The Mental Health Recovery Pathway and Music Engagement and Recovery Service are jointly funded by Islington Council (67%) and NHS NCL ICB (33%) through the mental health pooled commissioning budget. The annual value of the current provision is £834,043 for 2023/24.
- 3.3.2. The anticipated annual value of the new contract will be £824,196 generating a small saving from the budget for the Music Engagement and Recovery Service and the integration of the two contracts. The initial duration of the new contract will be for a period of 24 months from 1 November 2024, with the option of two further extensions of up to 24 months. The maximum total contract value for the full duration of the new contract is £3,296,784.
- 3.3.3. There are three council buildings currently available for use for delivery of the service. The current contract includes rental costs of £191,000 for these buildings, which is due back to the Council. Under the new contract, the lease will be issued to the lead provider at a rental cost of £198,500 for 2024/25.
- 3.3.4. Officers have conducted extensive benchmarking and identified that Islington invests significantly more in mental health early intervention and prevention provision in comparison to other NCL boroughs.
- 3.3.5. The Council is maintaining investment in these services, with plans to make savings through the future re-design of the Mental Health Recovery Pathway working collaboratively with the successful provider in order to achieve the outcomes from the review.

3.4. **Timetable**

- 3.4.1. The current contract is due to expire on 31 October 2024.

Activity	Date
Tender document development and market engagement	October 2023 – March 2024
Procurement Strategy approved	14 March 2024
Invitation to Tender published	March 2024
Evaluation	May 2024
Contract award	June – July 2024

Implementation of new contract	August – October 2024
Contract Start Date	November 2024

3.5. Options appraisal

3.5.1. Option 4 is the recommended option: to procure a single contract for the Mental Health Pathway services via a competitive tender.

3.5.2. Insourcing has been explored in accordance with Islington Council’s Progressive Procurement Strategy. This is not the preferred option for a number of reasons: the importance of maintaining choice and control for residents, adhering to the Council’s market shaping duties, and to provide a range of services that residents can access other than council provision, because evidence suggests some people may be reluctant to use council services. There are also additional cost implications of delivering provision in-house.

Option 1. Do nothing and allow current provision to cease when contract ends on 31 October 2024	
<p>Pros</p> <ul style="list-style-type: none"> This would release financial efficiencies for the Council and NCL ICB 	<p>Cons</p> <ul style="list-style-type: none"> The Council has a prevention duty under the Care Act so must provide the service. There is insufficient time to conduct a consultation on this significant change which is a statutory duty. Loss of specialist mental health provision that helps residents maintain or prevent further deterioration in their mental health. A review of the Mental Health Recovery Pathway shows continuing demand and need for this type of provision. Risk of increase in need for hospital admission or other secondary care interventions should the current provision cease, which would result in poorer outcomes and increased costs across the system. Loss of valuable provision to some of Islington’s most vulnerable residents, many of whom have serious mental illness, are receiving support and treatment from statutory mental health services and whose mental health and

	<p>wellbeing would be negatively impacted by not being able to access this support.</p> <ul style="list-style-type: none"> • Loss of specialist provision for protected characteristic groups of women, young people and LGBTQ+. There is a lack of specific mental health services in the borough for these cohorts and a loss of service would have a negative impact.
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Not Recommended

Option 2. In-house service delivery

<p>Pros</p> <ul style="list-style-type: none"> • Insourcing is a strategic priority of the Council. • The Council would control service strategy and have flexibility to change it, and retain full control over efficiencies / economies of scale. • Insourcing contributes to the Council's drive for quality services and value for money, including environmental and community wealth building priorities, including 'good work' for the workforce. 	<p>Cons</p> <ul style="list-style-type: none"> • A key objective of this service is for it to be as wide-reaching as possible in order to maximise early intervention and prevention outcomes. VCS providers have unique access to diverse community groups across the borough. • Islington has a vibrant VCS which has the skills and expertise to deliver this service to best effect and who are often able to offer significant social value. • In-house delivery would reduce much needed investment in Islington's VCS organisations. • In-house service delivery could alienate and stigmatise residents who have had negative experiences of the council or who may not wish to be perceived as council service users. • Reduced opportunities for developing long term relationships and opportunities for collaboration with specialist providers, including VCS sector partners, to meet council priorities. • The cost of in-house delivery is higher compared to a VCS commissioned provider because of higher staffing costs as well as higher overheads. This is in addition to the training and development requirements. • Further, the service would not benefit from the innovation and potential added value from fundraising and grants that VCS providers are able to access.
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	<ul style="list-style-type: none"> • Risk of not meeting the Council’s market shaping duty to provide a wide range of choice to ensure residents can have access to personalised support.
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Not Recommended

Option 3. Re-procure via competitive tender as separate contracts

<p>Pros</p> <ul style="list-style-type: none"> • Smaller VCS providers may lack capacity to allocate resources to bid for a larger contract. There may be more opportunity for smaller VCS providers to bid if the pathway is broken down into smaller packages/Lots. • Islington has a rich VCS which has the skills and expertise to provide this service. • Opportunities for a community-based, vibrant offer with a wide range of provision delivered through a strengthened partnership approach. • Benefit of experience and connections of VCS providers within the borough. • Benefit of social value delivered through partnerships with VCS. • Opportunities for developing long-term relationships and opportunities for collaboration with specialist providers, including VCS sector partners, to meet council priorities. • Benefit from the innovation and potential added value from fundraising and grants VCS providers are able to access. The council is delivering on its Care Act market shaping duty to ensure residents have choice 	<p>Cons</p> <ul style="list-style-type: none"> • The council is committed to developing a more integrated and holistic offer of support for residents which delivers better outcomes and improved value for money. • The ambition is for residents to have access to a wide range of community interventions delivered through a strengthened partnership approach. • Resource implications for the Council of having to monitor the quality and impact of service performance of a number of contracts.
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Not Recommended

Option 4. Re-procure via competitive tender as a single contract

<p>Pros</p>	<p>Cons</p>
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<ul style="list-style-type: none"> • Islington has a rich VCS which has the skills and expertise to provide this service. • Opportunities for a community-based, vibrant offer with a wide range of provision delivered through a strengthened partnership approach. • Benefit of experience and connections of VCS providers within the borough. • Benefit of social value delivered through partnerships with VCS. • Opportunities for developing long-term relationships and opportunities for collaboration with specialist providers, including VCS sector partners, to meet council priorities. • Benefit from the innovation and potential added value from fundraising and grants VCS providers are able to access. The council is delivering on its Care Act market shaping duty to ensure residents have choice. • 	<ul style="list-style-type: none"> • Risk of one successful provider only without a strengthened partnership approach. This will be mitigated by monitoring of the quality and impact of the service through a robust performance-monitoring framework with a focus on value for money, outcomes at an individual, service and system level, and financial activity. A strengthened partnership approach is a key element of the vision for the new service with support and activities to develop this throughout the lifetime of the contract. • Smaller VCS providers may need support and capacity building to enable them to develop the partnerships and skills needed to bid. Some of the current contracts are lower value and procured through a simpler quotation exercise and requirements for a tender process will be greater. This will be addressed through mitigations including potential training opportunities and networking events.
<p>Recommended</p>	

3.6. Key Considerations

3.6.1. The ambition is for the new offer to be delivered through a strengthened partnership approach with a lead provider or consortium, and expectation of specialist elements being delivered in partnership with smaller VCS organisations, including via sub-contract arrangements. It is anticipated there will be a range of provision within the service to meet a range of needs and to offer opportunities for smaller VCS providers to deliver elements that they specialise in. Smaller VSC providers have unique access to diverse community groups and are well placed to deliver specific early intervention and prevention interventions tailored to meet the specific needs of different communities, reaching the broadest range of people possible. Market engagement activities are being designed to empower and enable smaller local VCS providers to be in a position to be part of the new arrangements.

3.6.2. To inform this strategy there has been engagement with a broad range of stakeholders and 170 people who draw on our services. Feedback from this engagement is being used to develop an outcome-focused specification with Adult Social Care principles underpinning the outcomes. Broad outcomes for the service are that people accessing the service:

- live well in community with access to recovery-focused support
- are confident to seek early help and know how to access it
- are more resilient with an increased sense of wellbeing
- have increased access to wider wellbeing support to improve health and wellbeing and reduce health inequalities.

The next phase of engagement will focus on further developing outcomes and a robust measurement tool to enable effective evaluation of delivery and impact of investment.

- 3.6.3. 20% of the award criteria will be allocated to social value with providers being required to outline commitments and delivery plan. Officers will work with the successful bidder to implement commitments and to develop a measurement framework for monitoring milestones and impact, holding the provider to account.
- 3.6.4. Bidders will be asked to make social value commitments against three areas in their tenders, creating healthier communities, Net Zero Carbon and Jobs (promoting local skills and employment).
- 3.6.5. For the social value area of creating healthier communities, we will be seeking commitments such as establishing partnerships with local community organisations focusing on underrepresented groups, implementing targeted outreach campaigns tailored to diverse communities and setting up feedback mechanisms to solicit input from underrepresented groups.
- 3.6.6. Net zero carbon is a strategic priority for the Council. For this social value area we will be seeking commitments such as making use of local parks and green space to support residents' mental health, encouraging residents to have an active lifestyle and walk more and reducing waste, reuse, recycling, composting and residual disposal.
- 3.6.7. Community Wealth Building and a sustainable, inclusive, and locally rooted economy is a strategic priority for the Council. For the social value area of jobs (promoting local skills and employment) we will be seeking commitments such as recruit local people, good terms and conditions, volunteer and employment opportunities targeted at people with lived experience and schemes to support and promote Diversity in Leadership. This service will align with support provided by Mental Health Employment Support service.
- 3.6.8. The contract will emphasise preventative measures in mental health and adopt a holistic approach, engaging the community in decision-making and striving for efficiency. Additionally, the contract will improve accessibility and inclusivity for underrepresented groups within the community. These elements will collectively

contribute to the contract's effectiveness in enhancing community well-being and resilience while delivering value for money.

- 3.6.9. The quality and impact of the service will be monitored through a robust performance-monitoring framework with a focus on value for money, outcomes at an individual, service and system level, and financial activity. The monitoring framework will include activity, evidence of outcomes achieved, and demographics measured against Key Performance Indicators (KPI's) set out in the service specification. User involvement and peer support will be the golden thread that runs through service delivery. Contract management will include analysis of whether the service is reaching the borough's diverse communities and achieving equitable outcomes for all groups. This process allows for continuous improvement and service development.
- 3.6.10. LLW (London Living Wage) will be a condition of this contract.
- 3.6.11. TUPE regulations may apply to staff currently employed by the incumbent providers.

3.7. **Procedure**

- 3.7.1. This procurement will be conducted in accordance with the Public Contracts Regulations 2015, under Chapter 3 Section 7 Social and Other Specific Services (known as the "light touch" regime). Under Regulation 76 the Council is free to establish a procedure, provided the procedure is sufficient to ensure compliance with the principles of transparency and equal treatment of economic operators (service providers).
- 3.7.2. The procedure the Council intends on using is similar to the open procedure as set out in Regulation 27 of the Public Contracts Regulations 2015. Under this procedure, the Council invites interested parties to submit tenders by a specified date. The process does not involve a separate selection stage. All tenders that meet the qualitative criteria must be evaluated and the contract awarded to the bidder with the most economically advantageous tender. Negotiations are not permitted.
- 3.7.3. Feedback gained through service user engagement have informed the award criteria and method statement questions will be designed with service users prior to tender publication.
- 3.7.4. Tenders will be evaluated based on the price and ability to deliver the contract as set out in the evaluation criteria below. The evaluation panel will include people who draw on our services.

Award Criteria	Weighting %
Cost	20%
Quality	80%
Proposed approach to social value	20%
Proposed approach to delivering a strengthened partnership approach	10%
Proposed approach to innovation and ambition in order to deliver a vibrant range of community interventions to achieve the best outcomes for residents.	20%
Proposed approach to providing the right support at the right time, based on people's strengths and what's important to them.	20%
Proposed approach to working with people who use services to shape delivery and drive continuous improvement	10%
Total	100%

3.8. Business risks

Risk	Mitigation/s
Integrated Care Boards are going through a re-organisation to reflect changes to running cost allowance.	<ul style="list-style-type: none"> • There is ongoing commitment to pooled budgets through the organisation change process in NCL ICB and the move to aligned commissioning arrangements from April 2024. • Engagement with NCL ICB as part of procurement strategy development.
Delivering the future long term service within a reduced budget envelope in the context of budget pressures for the Council and the need to identify savings and efficiencies.	<ul style="list-style-type: none"> • The council is committed to and has a duty of prevention. • An aim of the review and procurement exercise is to deliver improved value for money, ensuring that the service is able to maximise outcomes within the budget available. • Equality Impact Assessment will outline impact and mitigations in more detail.
Successful provider is not able to deliver a strengthened partnership approach, by sub-contracting specific areas of work to others, and as a result smaller VCS organisations are not enabled to deliver elements of the new contract.	<ul style="list-style-type: none"> • Market engagement to share vision for new offer, to seek innovative providers whose approach aligns with our ambition and to co-design service model. • Robust contract arrangements in relation to monitoring delivery of partnership approach.
In the event of a transition to a new service provider this could have a detrimental impact on resident wellbeing and mental health.	<ul style="list-style-type: none"> • If there is a change in provider, the transition to any new service will need to be carefully managed to ensure continuity of support and to manage any service user anxieties arising from a change in support provider. Consequently, the transition to a new service would be carried out in conjunction with people who

	<p>draw on services, carers, and family members (where appropriate).</p> <ul style="list-style-type: none"> As part of the mobilisation process providers will be required to develop a robust implementation plan to implement transition arrangements and continuity plans.
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3.9. 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.

3.10. The following relevant information is required to be specifically approved in accordance with rule 2.8 of the Procurement Rules:

Relevant information	Information/section in report
1. Nature of the service	The Mental Health Recovery Pathway will provide a comprehensive proactive mental health early intervention and prevention offer for adults in Islington. Practical and emotional wellbeing, recovery focused support, to build resilience will be delivered through a range of community interventions. See paragraph 3.1
2. Estimated value	The estimated value per year is £824,196. The maximum total contract value for the full duration of the contract is £3,296,784. The agreement is proposed to run for a period of 2 years with the option of extending by no more than 24 months. See paragraph 3.2
3. Timetable	<ul style="list-style-type: none"> Advert – March 2024 Evaluation – May 2024 Award – July 2024 Start date for new contract – 1 November 2024 See paragraph 3.3
4. Options appraisal for tender procedure including consideration of collaboration opportunities	Option 4 is the recommended option. Re-procure via competitive tender as a single contract. See paragraph 3.4
5. Consideration of: <ul style="list-style-type: none"> Social benefit clauses. 	Details as described within the report. See paragraph 3.5

<ul style="list-style-type: none"> • London Living Wage. • Best value. • TUPE, pensions and other staffing implications 	
6. Award criteria	Award criteria are 20% cost / 80% quality. See paragraph 3.6
7. Any business risks associated with entering the contract	See paragraph 3.7
8. Any other relevant financial, legal or other considerations.	See paragraph 4

4. Implications

4.1. Financial Implications

This report seeks approval for the procurement strategy in respect of the Mental Health Recovery Pathway service.

The Mental Health Recovery Pathway budget sits within the Mental Health Commissioning Pool within the Adult Social Care. The Adult Social Care contribution to the contract is from the general fund (and does not include any Housing Revenue Account contribution). This is a S75 arrangement between the London Borough of Islington and North Central London Integrated Care Board (NCL ICB). The Council contributes £0.552m (67%) and the ICB contributes £0.272m (33%). The current budget for this service for 2023-24 is £0.824m.

The anticipated annual value of the new contract will be £0.824m. The initial duration of the new contract will be for a period of 24 months from 1 November 2024, with the option of two further extensions of no more than 24 months (total contract duration will be 48 months). The maximum total contract value for the full duration of the contract is £3.296m.

Please note the additional rental cost of £0.008m will be contained within the new contract value of £0.824m.

Any inflationary pressures will be managed within the Adult Social Care uplift process and funded by existing resources.

Payment of London Living Wage is already a requirement of the contract and should not result in any additional costs.

4.2. Legal Implications

4.2.1. The Council has a statutory duty under the Care Act 2014 to promote individual wellbeing and prevent needs for care and support and the proposed contract satisfies the duties in part.

4.2.2. The Mental Health Pathway is deemed to be a light touch service being procured under the Light Touch Regime (a specific set of rules for certain service contracts

(i.e. health and social care) that tend to be of lower interest to cross-border competition). The rules of procedure governing the Light Touch Regime are set out in Regulations 74 to 76 of the Public Contracts Regulations 2015 (PCR).

- 4.2.3. As part of the tender documents to be issued in the call for competition, Legal Services will draft the contract terms which will be based on the Council's standard contract for services of this nature which will include relevant safeguarding and data protection clauses, amongst others.

- 4.3. **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030.** An Environmental impact assessment was completed in October 2023 and the implications have been reviewed by the Climate Action Team. A summary is included below.

- 4.3.1. There are some environmental implications arising from the delivery of Mental Health Recovery Pathway service. These include energy use in the building for heating, appliances, water use and kitchen facilities and waste generation by people using the service and staff.

These will be mitigated by ensuring the building is well-insulated and uses an efficient heating system, appliances in the building have a good energy rating, bathroom and kitchen fittings are water efficient, and recyclable or compostable waste is separated and disposed of appropriately.

The service will comply with the Council's policy and procedures for waste minimisation and recycling.

The Council is working to reduce the environmental impact of buildings on our Corporate Buildings list.

There will be transport emissions relating to this service including staff, those using the service and delivery of any items/catering used as part of the service.

The Council is committed to working in partnership with residents and the Provider in the drive to reduce emissions as part of the Climate Action 2030 Programme. The Provider will be asked to demonstrate in the tender how they intend to minimise the environmental impact of the service and recommended environmental improvements that will be introduced, where feasible.

- 4.3.2. Net Zero carbon is a social value outcome for this service and will be evaluated as part of the 20% social value award criteria.

4.4. **Equalities Impact Assessment**

- 4.4.1. 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.

- 4.4.2. An Equalities Impact Assessment was completed in January 2024 which indicated that the proposal will have a beneficial and desirable impact on adults with the identified protected characteristics of Age, Disability, Ethnicity, Gender and Sexual Orientation and a neutral impact on other protected characteristics groups. The service will create safe, welcoming spaces for residents with mental health needs, with specific provision for some protected characteristic groups including LGBTQ+, women and young people, whilst also improving equity of access for all. Details of how the service will be expected to achieve this will be outlined in the service specification. Examples of social value outcomes include capacity building and partnerships with local community organisations focusing on underrepresented groups, with the aim of increasing access to mental health support and early help.

5. Conclusion and reasons for recommendations

- 5.1. This report recommends re-procuring the Mental Health Recovery Pathway service through a competitive tender as a single contract as detailed in Option 4.
- 5.2. This approach will secure a more integrated and holistic offer of support for residents which delivers better outcomes and improved value for money. This will be achieved by providing a comprehensive proactive mental health early intervention and prevention offer for adults in Islington as detailed in the report and aligning the service with wider council and VCS early intervention and prevention initiatives. Review findings and resident feedback will inform the service specification development to ensure resident voice is reflected in service design.

Appendices:

- Equalities Impact Assessment

Background papers:

- None

Final report clearance:

Signed by:

Cllr Turan, Executive Member for Health and Social Care

Date: 4 March 2024

Report Author: Kate Thomson, Joint Commissioning Manager – Mental Health

Email: katherine.thomson@islington.gov.uk

Financial Implications Author: Kelly Ward – Assistant Finance Manager

Email: Kelly.ward@islington.gov.uk

Legal Implications Author: Rita Collins - Senior Commercial Contracts and Procurement Solicitor

Email: rita.collins@islington.gov.uk